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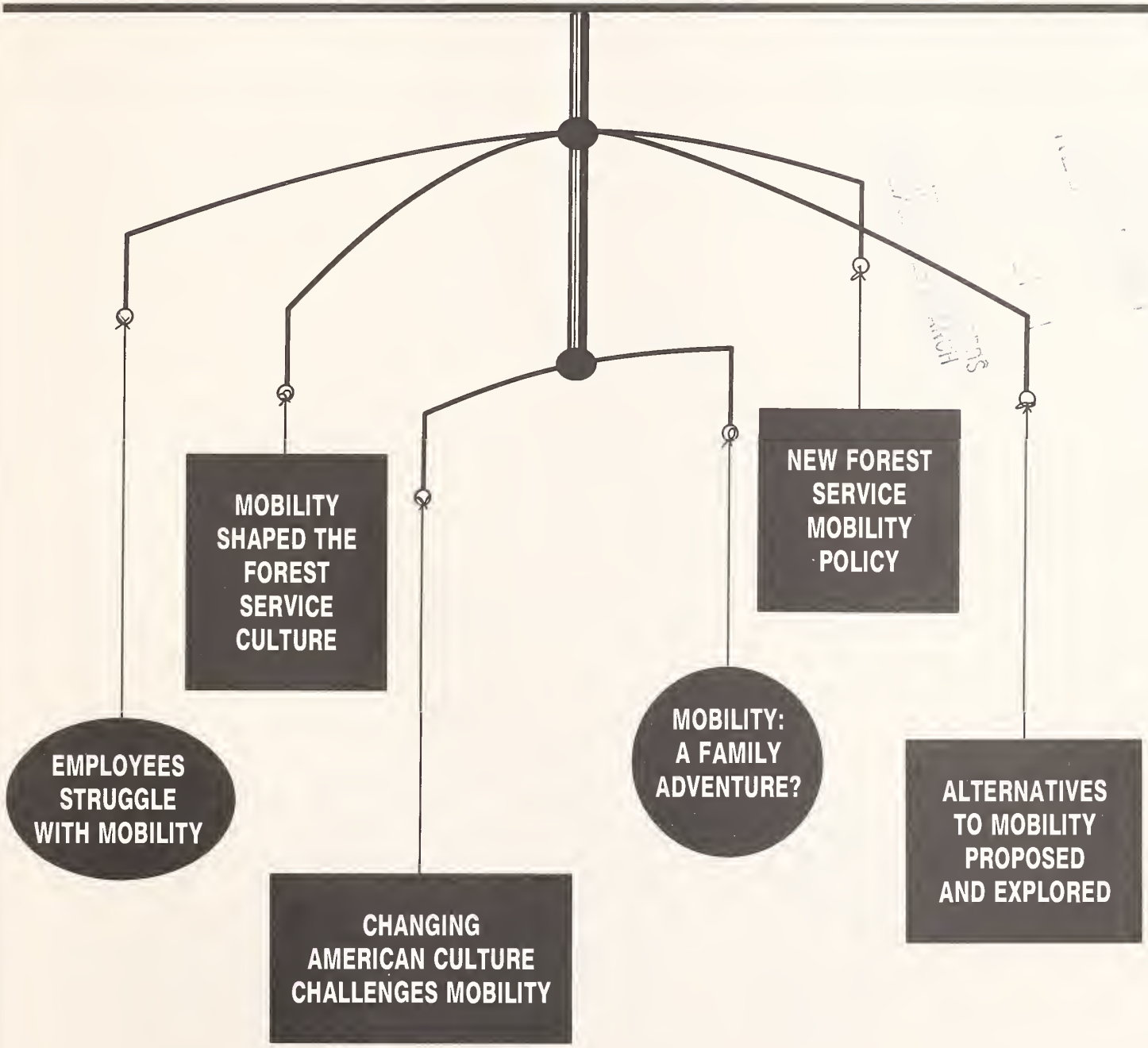
MOBILITY



MOBILITY

NEW FOREST SERVICE MOBILITY POLICY

This issue examines mobility—and how that key Forest Service value is changing.

Although mobility has always been "on the books," many Forest Service employees have considered it an unwritten law. Now, that law has been spelled out—and it's been somewhat relaxed to meet changing social conditions and employee needs.

Mobility to "gain new and different work experience has historically been considered a strength of the Forest Service," wrote Chief Dale Robertson in a letter explaining the new Forest Service Internal Placement and Mobility Policy which was released in November 1990 as an Amendment to Section 6132 of the Forest Service Manual. He continued saying mobility was more palatable when "only one spouse worked outside the family and following the 'bread winner' was easier." With more diverse employees entering the Agency, Forest Service officials "saw a need to review our Servicewide policy on mobility," Robertson said.

The Servicewide Civil Rights Action Committee raised the mobility issue a few years ago. "Mobility practices can be a barrier in attracting new employees, retaining current employees and moving employees upward to achieve workforce diversity," according to the Committee. To respond to this concern, the Chief established a Servicewide Mobility Task Force to recommend changes. The eight-member task force from seven Regions included Rangers, field people and a Forest Supervisor.

The group did informal sensing with thousands of Forest Service employees across the country, said Jack Carlson, Mountain City District Ranger. "One thing that really surfaced . . . is the wide disparity in how mobility was being dealt with. In some Regions, people were being

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told, 'you WILL be mobile.' " Although most of the people Carlson contacted didn't know whether there was a written mobility policy, "they knew there was an unwritten one—you will move every 2 years."

The task force also found conflicting employee perceptions about whether women and minorities had to be less mobile to be promoted. It reported employee frustrations about impacts on dual careers, financial hardships from moving, and personal family concerns such as schools, churches, medical facilities, social and cultural opportunities.

In November 1989, the Task Force recommended that the Forest Service:

•Replace the current policy with a proposed policy limiting mobility requirements to line and key staff positions.

•Distribute a "Question and Answer" paper to every employee.

•Include a marketing plan to widely circulate information on the new policy.

The policy published a year later pretty much took those recommendations as given, said Dale Nelson, Staffing Branch, Washington Office. "The problem has been inconsistent application . . . we have had informal policies all over the place."

Under the new policy, field employees will no longer have to automatically transfer to be promoted. The new policy aims at balancing "organizational and employee needs," according to the questions and answers pamphlet each employee should have received.

"We're not taking mobility out of every situation, but for the bulk of positions, the relaxation of mobility will be very evident," said Fay Landers, Washington Office Administration Associate Deputy Chief. She used old classification standards for technicians as an example. In earlier days, their job was very rigid and spelled out in a manual. Today, Forest Service work is more complex and "jobs are so enhanced, that the quality and kind of experience necessary . . . can be gained in fewer types of positions than before."

Landers, who came to the Forest Service from another agency, said she has been very vocal in questioning mobility. "With diversity, folks are feeling that perhaps it isn't as necessary now . . ." Also, Forest Service leadership is concerned about the impact on families. "I think the insistence on mobility had faded even before they came up with the policy revision." Mobility is still required for line officers but, "I think this will change."

Although the Forest Service has "loosened up" with the new policy, mobility is still strongly valued, said John Lopez, Personnel Director in Region 4. He noted that mobility is still required for key positions. "The reality is, competitors are mobile."

It's a supply and demand issue, Lopez said. As long as people are willing to move for the coveted jobs, mobility will be a key factor in selection. "There are isolated concerns and complaints about mobility but when there are vacancy announcements, we have an abundance of employees that are mobile."

This is a sample of the questions and answers contained in "Forest Service Mobility," a recent pamphlet published by the Washington Office:

HOW WILL MY CAREER BE AFFECTED IF I AM NOT MOBILE?

Lack of mobility may limit your job opportunities. Your opportunity for advancement may be limited to the number of vacancies that occur within your geographical area of availability (the Forest Service unit on which your position exists). The Forest Service recognizes that local reassignments or different work experiences, job swapping, extended details can provide the desired knowledges, skills, and abilities without the expense and hardship associated with a relocation. However, there may be limits to growth and promotion in one geographical location, and you may not be as competitive for line and key staff positions as someone who has been mobile.

Cindy Chojnacky
Public Affairs
Regional Office

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MOBILITY SHAPED THE FOREST SERVICE CULTURE

OLD Internal Placement and Mobility Policy:

FSM 6132:03 - The Forest Service encourages employee movement between units to areas where different tasks and conditions exist because it adds to employee versatility and career growth. Normally, employees should remain in place for at least two years. This is the usual time it takes to master the work of a position.

FSM 6133.52 - . . . exposes them to a variety of work situations, resource conditions, supervisory and managerial styles, (and) local situations. Such broad experience is needed by career officials to develop the ability to understand, interpret, influence and adjust to a wide variety of forest resource situations, management situations, people, (and) local governments.

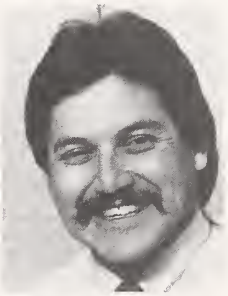
Discussions with public administration experts outside and inside the Forest Service uncovered little data on mobility effectiveness.

Dr. James Kennedy, Utah State University, has surveyed thousands of employees and managers on Forest Service organizational values. However, he hasn't studied mobility or other mechanisms that reinforce those values. He thinks mobility is a legitimate way the Forest Service has dealt with the tension between local and national interests—"you won't go native and be captured." He also sees mobility as somewhat a "rite of passage," a way of showing loyalty to the organization. "You do what they want, go where they send you."

Dr. Kennedy is one of few researchers studying the Forest Service organization. Why? Researchers rely on government grants and tend to study those things the government will fund. Kennedy said Forest Service officials have shown little interest in organizational studies. He feels the Agency is changing rapidly and could better manage that change if it sponsored independent studies on its organizational culture and values. But "it's hard to get an organization to study itself."

Washington Office Administration Associate Director Fay Landers said she doubts that the mobility policy has ever been evaluated for effectiveness. Personnelists at the Washington Office and Regional Office also said that, to their knowledge, the policy has not been tested.

However, most believe that it works.



John Lopez.

"Rightly so, Management has the attitude that mobility is good for the organization," said John Lopez, Personnel Management Director, who has moved 6 times in 18 years, working for both the Forest Service and Bureau of Land Management. "It's related to our mission and the variety of resources our Agency is responsible for. The timber program in Oregon is different from Idaho or New Mexico. Local issues are different from community to community. Growth comes from involvement with different issues, different perspectives and exposure to different management styles. What you learn, you take to other locations."

Dave Blackner.

Dave Blackner, former Personnel Management Director who helped write earlier policy, said mobility has been applied differently in different places. "In the 1960's, an Administrative Officer had to serve in each of nine functions, preferably within the Region." Senior Executive Service people (GM-15 and above), on the other hand, signed an agreement that by accepting the position they agreed to move wherever they were told to by the Chief.

"In Region 4, we had no written policy (but) the unwritten policy was that line officer selections were made from those with multiple unit experience," Blackner continued. In fact, Region 4 is unique among Forest Service Regions in that many have spent their entire careers here. This is seen by some as "stagnation" and "in-hiring."

"In Stan's career as Regional Forester, he has attempted to change that. He moved 10 Rangers who has been in place over 7 years. Stan believed that if Rangers stayed in place for some

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time, they lost objectiveness, drive, and enthusiasm," Blackner noted. Previous Regional Foresters have also stressed mobility.

Curt Peterson.

Effectiveness was never the issue, said Curt Peterson, former Civil Rights Director and now Operations Group Leader in Personnel Management in the Regional Office. "Our breadth was driven by the social-economic outlook of our country more than a scientific analysis," Peterson said. He maintains that—like other organizations in America—the Forest Service created and was built by mobility because we needed it.

Peterson historically ties mobility to a rapidly growing Agency coming out of World War II. Civilian Conservation Corps projects increased demands for recreation and facilities, and the post-War economic boom stimulated a Forest Service that went from 10,000 to 35,000 employees in 25 years. "We needed mobility because we were growing," Peterson said. Rapid advancement occurred because the Forest Service had so many jobs to fill. "People were offered District Ranger jobs within a year, some being offered five to six jobs at a time. You got a phone call, you were told where to go. Most managers today competed for their first job and their last job."

Peterson continued, "The thought process was that mobility created a well-rounded person. A person with breadth knew a lot of physiological zones, ecosystems, communities and Forest Service employees. You literally knew everybody in the Forest Service."

Social-economic forces also reinforced mobility as a value. Returning veterans aligned themselves to organizations and were rapidly promoted. The traditional family was able to follow the husband on each move. A booming housing market meant that families made money with every move and house sale.

That all changed in the mid-70's. Now, the same social-economic forces are working in reverse, Peterson said. With a declining housing market, "people are losing money on moves, sometimes $10,000 to $20,000. The Forest Service resides in rural western America which is very susceptible to the ups and downs of commodity extraction."

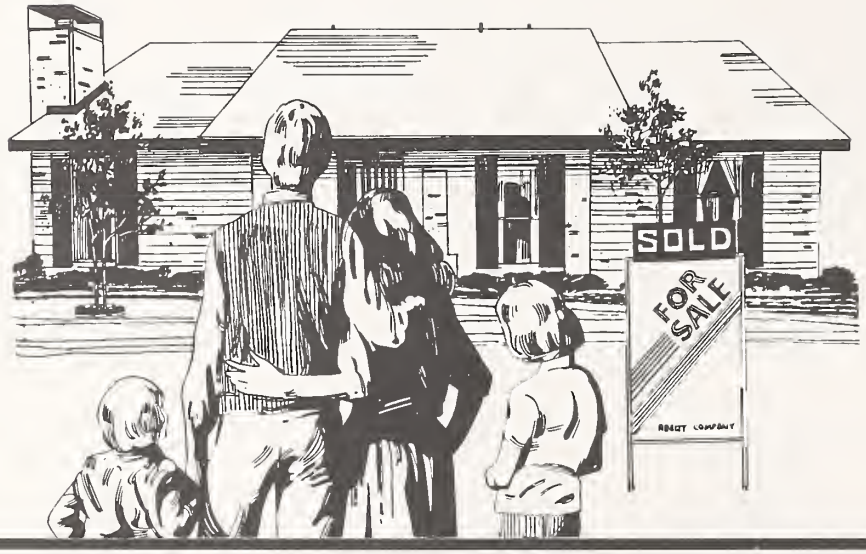
Dual careers and diversity have replaced the traditional family. Some couples live hundreds of miles apart, commuting "awesome distances" to be together. "I've talked to 8 to 10 dual career resource people who very amiably decided to dissolve the marriage because of the long term struggle. Some had children. This is the ultimate commitment."

Peterson calls it a generational clash, a culture clash. "We need to become extremely flexible, able to live with case-by-case decisions. Things are tremendously more complicated and difficult than they were and trying to fit everyone into the same formula no longer works." Total Quality Management (TQM) offers the best approach, he said. Keys are to add value through employees, flatten the organization and stress diversity over monoculture.

"I see us becoming less mobile," agreed Blackner, who now serves as TQM Director. "We'll get multiple experience without mobility. The focus is more on individual capabilities rather than where they have been."

Cindy Chojnacky
Public Affairs
Regional Office

MOBILITY: A FAMILY ADVENTURE?



For many Forest Service families "mobility has been an adventure." Some of them expected the issue to come up but not so often.

Sue, wife of Don Murphy, Planning and Budget in the Regional Office, said,

"It's exciting to move. It kept us from getting stale. We learned how to cope."

One reason the Murphys coped so well is that they got involved in the community wherever they moved.

The Murphys have moved 8 times in 19 years. At one point in Don's career, they moved four times in 4 years. They have lived in South Dakota, Wyoming, Michigan, Colorado, Virginia and, for the past 4 years, in Utah. Sue said Don was pleased that most moves resulted in promotions or lateral moves that shortly turned into promotions.

Now mobility would be hard on our two children, Sue said. The one in high school is "having problems building self-confidence because for years, she has made friends and then had to leave them when we moved on." Sue feels one big negative in coming to Utah is that Virginia schools are better. Her children were taught the same material when they came to Utah that they had received the year before in Virginia. Sue is concerned that if they transfer again, her children will be behind in their studies.

When the Murphys moved to Colorado in 1971, Sue wanted to teach. She applied "everywhere" and couldn't figure out why no one would hire her when she was a qualified applicant with a teaching degree. Finally, she asked a school superintendent who told her,

"We don't hire spouses of federal workers because they disappear too quickly because of mobility."

Nancy Hoefer has had mixed experiences with moving. When the Hoefers lived in Pagosa Springs, Colorado, for 4 1/2 years, there was "no doctor, no vet, and poor water." She has moved with husband Dave, Regional NEPA Coordinator, 7 times in 30 years. Nancy was glad to get some longer stays in certain areas. "Living near ski areas was a lifesaver for my children," she said. The one thing that bothers her about Forest Service mobility is "the threat of a transfer is always there." Moving was fun for her because it allowed her to live in various parts of the Nation and to meet new people. However, "leaving friends was hard."

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Doug Bird, recently retired Director of Aviation and Fire Management, said,

"I benefited from the moves and the organization did, too."

Doug and his family moved every 2 to 3 years from 1960 to 1980. In the early days of his career, "mobility was expected, that's just the way it was." According to Doug, he had less stress because he had a positive attitude about mobility. That enabled him to give more energy to the agency. "I never anticipated a bad transfer."

Doug said that living in various areas and experiencing all facets of the Forest Service helped him personally. "I went from quiet New Mexico to the San Francisco Bay area, and adapting to these opposite environments was a positive experience."

"However, we would personally have been better off economically without mobility—we would have been able to pay for a house."

For the Bird family, there were positives and negatives. "My children all grew up with it which has made them more flexible and able to accept change well," Doug said. Still "one of my children was affected by our moves. She feels she has no place to really call home."

On the other side of the coin, after being mobile for so many years, it was a different experience to be the Director of Aviation and Fire Management from 1980 to 1990. "It was hard for me to devote energy to doing a good job the last 4 years." He survived by challenging himself and his staff through organizational changes and working on one big Forest Service project a year. Doug enjoyed the experiences that the Forest Service provided for him. For him, mobility "hasn't been bad at all."

Robert W. Nelson
Public Affairs
Regional Office

Transfers may be to fairly isolated areas. This is Mahoney Creek Ranger Station on Jarbidge Creek (Humboldt National Forest) in 1952.

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EMPLOYEES STRUGGLE WITH MOBILITY

Mobility has been a struggle for many Region 4 employees. Others have stopped struggling and are asking if there are other ways to further develop professionalism.

Dual careers make it tough for even those who want to be mobile. Gilbert Garcia, who left a dead-end job with the Bureau of Reclamation, now works on the Fishlake Forest. Barbara, his wife, works for the Heber Ranger District. Gil commutes home to Park City on weekends but says, "It's tough on my wife, basically being a single parent."

Recreation Forester Mike Stubbs has tried to gain the mobility needed to qualify for a Ranger's job. "If you're in a place too long, for whatever reason, that's a negative. I have sat on evaluation panels where a key question is 'why was this person on that Forest for so long?' " Stubbs was on one District 10 years, "aggressively trying to move for 7 of them." When his wife, a Bureau of Land Management auditor, got a job in Vernal, "I tagged along." He now commutes 80 miles daily to a job on the Flaming Gorge Ranger District.

"As a white male, in a non-shortage category, with affirmative action on one side and dual career on the other, my opportunities are severely limited," Stubbs said.

Kamas District Ranger Melissa Blackwell planned to be mobile. "After I married a teacher, we decided my career would be primary because there was more promotion potential there," she says. She and her husband maintained two households and a weekend marriage for 5 years in eastern Idaho. "We made a decision to rent so we could be mobile."

Then the Blackwells moved to Salt Lake City while Melisssa worked at the Wasatch-Cache Supervisor's Office, the Ogden Ranger District, and finally for the Total Quality Management Design Team in the Regional Office. She qualified for one District Ranger position in Montana but her husband only found entry-level jobs there. "We thought his career was flexible—we found out it wasn't. When teachers move, they start over." The family now lives in Park City and both spouses have a short commute to work.

Tina Gast has dealt with mobility by not doing it. "I wasn't here 6 months before I was asked to move to Ely. I resisted because I was just adjusting to my move to the Santa Rosa District on the Humboldt National Forest." Gast was fresh out of college when she took this job as a Range Conservationist in Nevada. "I wasn't familiar with the Forest Service and how it worked. I had never heard about the 'Forest Service family', loyalty and moving every two years."

Gast married a local hay broker. In the mid-1980's, he had an opportunity to move to California but she couldn't get a Forest Service job there. She feels she may have been passed over "because I stayed in place so long." Instead of being mobile, "I have diversified my background" by changing my job to Resource Specialist and adding recreation, special uses, lands, wildlife and human resource duties. "One thing the Humboldt genuinely tries to do is allow for broadening experience through other avenues. I have been given lots of opportunities to do different things."

Sharon Bradley tried moving but she doesn't want to again. She has commuted between Idaho, California and Oregon as a seasonal, spent 2 years apart from her husband and tried "commuter marriage." Now the Bradleys have lived 8 years in Challis, where she's a Forester and he has a small business. "I don't like moving, I moved a lot as child. When I was 13, I decided to be a Forester. I had no ambition to be a District Ranger, and I still don't." Women Resource Specialists feel double pressure—from the Forest Service push for mobility and the push to fill line jobs with women.

Sharon Bradley was once asked to sign an agreement that if she took a promotion, she had to move within 2 years. "I didn't sign it," she says.

"The Forest Service has realized that Technicians provide continuity because the professionals move. Well, professionals can provide continuity, too," Sharon notes. "They can stay and get to know the country and local views, unlike mobile counterparts who move on and sometimes leave unfinished projects." She resents the belief that "anyone in place more than 3 years is stagnant."

"Personally, I feel the mobility policy is discriminatory," notes Marian Boulter, Public Affairs Assistant on the Targhee Forest. "People shouldn't be made to feel like second-class employees because they're not mobile."

Linda Merigliano and her husband decided years ago to stay in the Technician ranks—and close to the land. After 10 years as a seasonal Ranger on the Teton Basin Ranger District, Linda finally landed a permanent (part-time) job. With a Master's Degree in Wilderness Management, she also teaches at the University of Idaho and Teton Science School. Details, university opportunities and "internal consulting" are ways to avoid stagnation, she says.

"People do stagnate if they see only one way in dealing with things, but I don't think a move every 3 years is needed to achieve breadth and diversity," commented Linda Merigliano.

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"I feel real strongly about the value of having people who stay in place," she added. "Working in small communities, we often see a local attitude that Forest Service people are not really committed to the area. The community perspective is that Forest Service employees are going to do what they want because in 3 years they'll be gone anyway. That perception doesn't help us accomplish anything in public relations or resource protection."

Mobility is "an organizational value; it's loyalty to the organization not the resources of an area," Linda added. "We teach that everyone's goal SHOULD be to become a District Ranger. My hope is for a workforce diversity concept—not just in skin and gender—but in terms of organizational values and skills. We need ways we can reward and make people feel good about the skills they contribute."

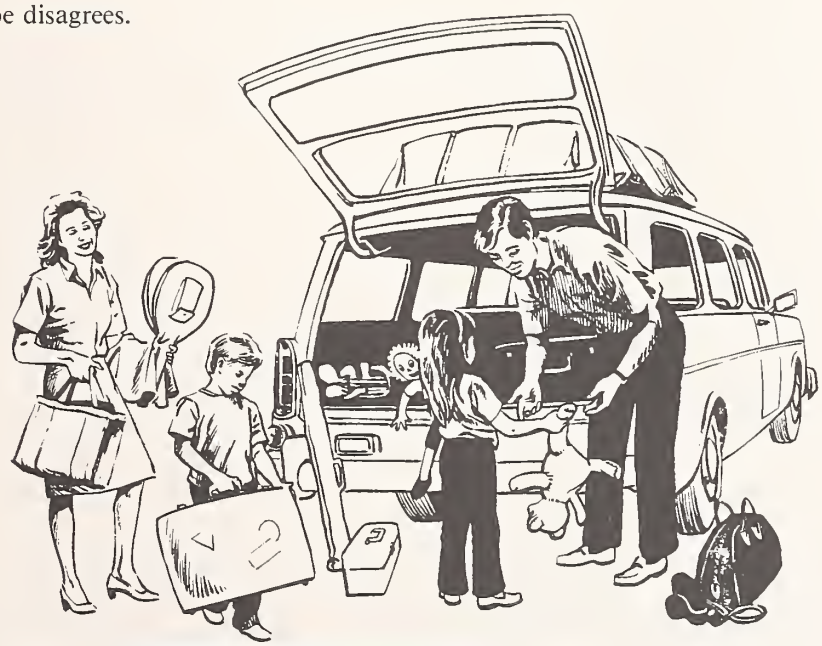
Teasdale Resource Forester Joe Colwell says many employees now question the value of mobility—at least in Region 5 where he did a survey on Forest Service values. "Almost half of those surveyed were dual career couples," he says. "The consensus was that the old school of thought about mobility was obsolete, that experience can be gained without moving around." For various reasons, the common opinion was that people should be able to stay in place.

Joe disagrees.

"Personally, I feel an employee gains from having different experiences in different locations."

"We don't have kids and my wife is an artist, so she's basically self-employed." Joe likes to move every 3 years. The formula for that schedule is: the first year is to learn what's going on; the next 2 years are really productive (Joe gets bored after that). Mobility also provides "hope for those who get stuck in undesirable field locations. In the past, if you got transferred to, heaven forbid, Austin, Nevada, you could tolerate it because you knew you could escape in a few years."

Flaming Gorge Forester Mike Stubbs says mobility strengthens the organization. It brings new people in who share new ways of doing things. Otherwise, everyone would continue to do things the old way. However, the Forest Service does need some Technicians to stay in place. "A knowledge base is desperately needed, so we don't want to force people to move. The key is, those who wish to move should be able to do so without being financially broken. Those who want to should be allowed to stay as long as they are productive assets to the units."



"I agree there's got to be a turnover, an exchange of ideas," says former Flagstaff District Ranger Max Reed. "On the other hand, it's tough to leave on-going projects." Reed transferred to the Fishlake Forest because Region 3 officials felt that 10 years as Ranger was too long. He feels his District orientation increases his value to the Fishlake Supervisor's Office. Still he thinks Region 3 overemphasizes mobility.

One Ranger said it took him and his staff several years to build a unified strategy and a base of relationships. He figures it takes about 15 years to negotiate abuse and resource problems built up over many years. He fears that he'll be pressured to move on before that job gets done. "The permittees just say, 'I can outlast you,' " he says. Many Rangers feel that each time they move, they inherit someone else's problems. With each move they walk into a mess someone didn't deal with. "You can't keep running away from these problems. Management is going to have to let us stand and fight."

Peggy Heffner, Boise Forest Contracting Officer, says upper management's attitude toward mobility is "I walked three miles through waist deep snow and so will you." She says mobility was fine when most employees had a single career family, but it just doesn't work anymore. Heffner worked on four Forests and two Regions in 9 years.

"I've sacrificed some personal relationships for the Forest Service. I'm tired of it," Heffner said.

She thinks mobility will gradually diminish in importance. "The issue came out in the Women in Fire Management Seminar . . . the Civil Rights recommendations to the Chief, and in every cultural awareness session I've been to. So many people in the Service right now are changing, their values are changing, their families are changing, and their priorities are changing."

Cindy Chojnacky
Public Affairs
Regional Office

ALTERNATIVES TO MOBILITY PROPOSED AND EXPLORED

It started as a proposal to redirect Forest Service energy "to the land" and to reward employees not just for being mobile but sometimes for staying put. The "Field Technician" proposal made the rounds last fall on several Data General networks employees use to share information and discuss natural resources issues. The idea—and the ideas it generated—demonstrate a new kind of "mobility" in the Forest Service—a mobility of thinking.

The idea—apparently originating from an unknown source in Region 6—was for a "Field Professional" classification to: reward resource people, retain knowledgeable Technicians (who often leave the Forest Service because they have no career path), recognize on-the-ground experience and community relationships, and help the Forest Service get back in touch with the land.

The introduction to the proposal asserted that some traditional Forest Service values have been "partly lost" because the Agency has emphasized careerism and created a well-educated, highly mobile class of managers whose loyalty to the organization comes before all else. An effect of rapid transfer/high mobility has been to reduce the specific knowledge of and experience in a certain area and the stewardship values which come from loyalty and affection for a particular place.

Regional Office Economist Dave Iverson thought the "Field Technician" proposal was interesting, so he shared it on a DG mailing list with an invitation to "bat it around." Managers, resource people, technicians and scientists—around 40 people from 4 Regions, 2 Stations and the Washington Office wrote back to applaud, refute or propose an alternative. "Some liked the idea a lot, some hated it, but there was little apathy," commented Iverson.

STAYING PUT CHALLENGED

Many challenged the "Field Professional" assumptions. At some point in a career, "the move must be made from managing resources to managing the people who manage the resources," noted one. Time in place "does not automatically correlate with site specific knowledge," wrote another. "It is easy . . . to become over-familiar with the obvious." Critics noted that people in place longest are the most resistant to changes. In-place managers often side with special interests and put community feelings ahead of right choices about the land. "It's a pipe dream to believe we can respond fully to society needs and new information by keeping people in one place, seeing only one landscape and public feeling." Scarcity of jobs during the lean 1980's meant that "if anything, our professionals . . . have stayed too long in place," said one former Ranger.

UNCONNECTED LEADERS?

But others agreed to a need to reconnect to the land. The problem is twofold: the Forest Service inability to offer permanent jobs to experienced seasonals ("causing both a high turnover rate and a concomitant level of frustration); and the strange ability of managers and professional people to forget what field work involves which removes them from our real mission to understand and wisely manage our National Forests," said one writer.

One speculated that Forest Service leaders who avoid conflict may have moved up the ladder too fast without getting to know the land or how to resolve problems. He noted managers spend more time in meetings on administrative issues than on resource issues and that internal initiatives win more praise than does solid on-the-ground work. There's more concern for "managing the Forest Service than managing the Forest," he added. "It's important we regain ties with the land."

"Staying put" programs could aid diversity—particularly in hiring Native Americans whose culture encourages work in natural resources," noted one writer. "Many Native Americans are tied to specific geographic areas and they do not see advancement opportunities in the Forest Service unless they are willing to move away from their homeland."

NOT FAR ENOUGH

Many thought that "Field Professional" stability was only a partial solution; in-place promotions could improve staff and management performance. For instance, employees in "training jobs" like Resource Assistant or Deputy Forest Supervisor would be more motivated in that job if they had the option of a promotion-in-place. The conventional transfer-for-promotion leaves little incentive to take the current job seriously. It's ironic, wrote one, that Resource Assistants must transfer to get a Ranger job. "There is no incentive to really work at getting to know the District because they know there is no possible chance of being the Ranger there."

One suggested the European approach where resource managers are responsible for an area for a long time. (In Denmark, for instance, a manager is entrusted with one land area for his/her entire career.) Details to the Washington Office and Regional Office could provide needed management skills and organization "breadth."

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NFS could also adapt the rigorous peer review system used in Research. Researchers can be promoted in place, but they must pass a panel of four other scientists (one a specialist in their discipline). Panelists consider the candidate's work in relation to project mission, job complexity, supervision and productivity. (Researchers who don't measure up are sometimes demoted, too.)

One writer said, "Instead of creating another job series, we need to emphasize 'philosophical mobility' where a professional who remains in one area for a long time is encouraged to be innovative and given recognition for doing so. We need to change the thought process that rewards for the number of places an employee has been rather than by what has been done at each location."

"Traditionally, the Forest Service has only championed one-way passages across a single bridgework that led to management," Iverson noted. "We ought to encourage people to follow one career path, when so inclined, even for a lifetime, toward an enriched professional career . . . and, at the same time, encourage people to cross bridges when so inclined."

"To make it work, we need to recognize the worth of both approaches in creating a more effective organization with more challenging and meaningful work experiences for those who work there," Iverson added.

In 1989, the Region 2 Leadership Team approved a new policy to share highly skilled employees among Forests and to recognize "employees for what they contribute, rather than only looking at where they fit into the hierarchical organization," according to a letter from Regional Forester Gary Cargill.

The letter noted that every unit can't afford to have an expert in every needed staff. Managers must provide employees ways to gain experience other than costly transfers and to motivate less mobile employees to excel and grow professionally and personally. New retirement policies mean new employees are less bound to their jobs and can easily leave. "We need them, have an investment in them, and cannot afford to lose our best and most motivated people," Cargill wrote.

Region 2's new policy—on a case-by-case basis—rewards employees whose skills are needed and used by other units. It allows employees who have developed skills beyond their current job to qualify for other positions, and rewards managers who motivate employees to excel. It also allows "grade stacking" in some instances.

In Region 6, Clackamas District Ranger John Berry proposed "stewardship areas" to improve on-the-ground management and serve as alternatives to blanket clearcutting on certain drainages. "Forest stewards" from a resource discipline would manage and maintain a central pool of resource inventory and do landscape and strategic planning. A public/Forest Service committee would evaluate, review, monitor and check the "forest stewards' " performance with "orchestration" by the District Ranger. The "steward" job implies some tenure and intimate knowledge of an area.

John Destito, Deputy Director-Administration for the Intermountain Research Station, said, "The mobility policy speaks in terms of vertical mobility within the organization. In the future, I see horizontal mobility, across all levels and lines." Instead of moving up, Destito sees people moving back and forth among related organizations—not from Ranger District to Ranger District but from Research to NFS, between NFS and State and Private, and between the Forest Service and cooperating agencies and institutions. "We need a whole multicultural organization with a lot of depth," said Destito.

Cindy Chojnacky
Public Affairs
Regional Office

CHANGING AMERICAN CULTURE CHALLENGES MOBILITY

Mobility has helped make America what it is today, but some question its future role in an era of globalization and diversity.

One challenge comes from workforce diversity. More than 50 percent of American women work and only about 10 percent of middle-class families follow the traditional husband-breadwinner and wife-homemaker pattern. "Resistance to moving will increase in the 1990's," writes management professors Linda Stroh, Jeanne Brett and Anne Reilly. "The problems associated with a more diverse work force and with corporate relocation are real."

Dual career couples, who "entered marriage committed to two careers," resist moves that impact a spouse's career. Company loyalty has stalled in a competitive corporate environment where layoffs are frequent and employees typically have worked for several firms. "The psychological work contract—loyal service for good pay and job security—has been broken."

"As a result, corporations can no longer count on employees to move when a new job won't directly develop their careers, a child has one more year of high school, or a spouse may have to give up an exciting job." With rapid advancement in communication and information transfer, employers need to ask, "Do all these employees really need to be relocated?"

Business administration professors Charles Stoner and Richard Hartman cite surveys showing that dual-career couples and women with children are made to feel disloyal, uncommitted or second-class in the corporate structure. "It is ironic that corporations which work so hard to build an internal 'family' culture will accept and actively utilize a managerial system that obscures the significance of biological families."

Mobility, they say, is a paradigm produced from the past when a wife took care of the home and children, "allowing the male a career orientation that was largely free of family pressure, complication and guilt . . . This paradigm is accepted, reinforced and perpetuated by top corporate leaders (almost all male) who have lived, experienced, profited by and felt quite comfortable with the paradigm and its consequences."

Mobility is a "white male, good old boy system policy," said Joan Adragna, who recently retired as Region 4 Human Rights and Services Director after philosophical differences with Management. "Mobility comes from the 1950's-60's style of management where loyalty is to the organization. There's a system of company wives and good employees. The company controls the employee's life."

Joan Adragna.

It comes naturally for men, Adragna added, who are team players. "They are raised to give their all to the team. Men will suffer for the organizational good." Men also control, which is a big part of mobility. "You move when we want you to move, when it's good for the Forest Service."

Although Region 4 Management delegated some hiring authorities last fall, Adragna feels a "father knows best" syndrome has pervaded many personnel decisions. "Under TQM, you are supposed to give people the information so they can make decisions," but that openness is difficult for managers used to control.

"As more women and minorities get into the workplace, it's going to disintegrate," Adragna added. "Women question mobility because they are concerned about its impact on the family."

Men do not question mobility the same way women do, noted Dr. Joellen Force, University of Idaho professor who has studied women in natural resource professions. Mobility was key to making it into upper management in the Forest Service and other organizations after World War II. "White middle class men never questioned it."

Women may have asked first but a whole generation seems to be raising similar questions. "In the 'global' 1990's, more Americans will be staying put," writes Brad Edmondson.

Essayist Wendell Berry describes a community meeting on siting a nuclear power plant. Government technical experts countered local

people's fears, objections and questions with "technical jargon and bland assurances." Berry observed that not one of the experts lived near the community. He claims mobility has squelched the local viewpoint and concern for the community.

The meeting displayed "a division that is rapidly deepening in our country; a division between people who are trying to defend the health, the integrity, even the existence of places where values are expressed by the words 'home' and 'community', and people for whom those words signify no value at all."

"A powerful class of itinerant professional vandals is now pillaging the country and laying it waste," Wendell Berry concludes. Its members are careerists: "upwardly mobile transients who will permit no stay or place to interrupt their personal advance. They must have no local allegiances; they must not have a local point of view. . . . (To) desecrate, endanger, or destroy a place after all, one must be able to leave it and to forget it."

Noting that one in six Americans changes homes and one in four changes jobs each year, David Morris writes, "Americans are a rootless people." To most, this just shows "the restless energy that made America great. A nation of immigrants . . . celebrates those willing to pick up stakes and move on: the frontiersman, the cowboy, the entrepreneur, the corporate raider." But Morris says there are costs: neighborhood decline, overreliance on the car and a lack of connectedness. Rapid turnovers and low productivity result from employers and employees with no loyalty to each other. Lack of neighborliness increases crime, energy consumption, and health care costs for the elderly.

"America did not become a wealthy nation because of its rootlessness, but in spite of it," Morris concludes.

"More 'rooted' cultures such as Japan and Germany are now outcompeting us in the marketplace and in the neighborhood," adds Morris. "We would do well to learn the value of community."

FOR FURTHER READING

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Serafini, Patricia Grantham, *"Sex and Smokey Bear,"* Women in Forestry, Winter 1984, p. 54.

Catalyst staff, *"Moving The Two-Career Couple,"* Management Review, Volume 55 No. 9, September 1986, pp 54-56.

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Regional Forester's Message

Flying back to Washington D.C. last fall to receive my "report card" (performance appraisal) from Chief Dale Robertson and Associate Chief George Leonard, I decided to make a short list of some unique accomplishments Region 4 people have pulled off in the past few years. I quickly filled five pages. Here are a few items from that list:

•First Region to share support services with Research (Intermountain Research Station).

•Completed 16 Forest Plans and resolved most of the appeals ourselves.

•Established the Delta Safety Team and the award-winning Safety Health and Wellness Program.

•Placed five Region 4 employees, so far, in a Congressman's staff (detail-type assignment) through our Congressional Development Program.

•Innovative resource programs include riparian management, Gypsy moth, and the Boise Forest's Project Lightning, plus excellent cooperative programs with State Foresters and wildlife agencies.

•Professionally handled four consecutive severe fire seasons with good morale and excellent safety records.

•Produced the professional, high quality newsletter—"Intermountain Reporter."

•Showcased mineral projects that demonstrate the compatibility and value of professional minerals management and reclamation efforts.

•Led out in human resources: number of volunteers, growing partnerships with prisons, Job Corps and strong SCSEP and YCC programs. All Forests are strong participants.

•Examples of cultural resource leadership: mammoth recovery in central Utah, participation in 4 Corners cooperative law enforcement and public education to curb archaeological site vandalism.

•Have unique Statewide Recreation Initiatives where National Forests in each State have joined with state, federal and private industry partners. Innumerable spinoffs include Scenic Byways and Backways, the Great Western Trail, visitor information networks, challenge-cost share projects, recreation guides, and Statewide symposia on recreation, tourism and multiple use.

•Have had legislative coups such as the Nevada Enhancement Act and the Strawberry Land Exchange Act adding valuable and sensitive lands to the National Forest System.

•Have showcased management at National Recreation Areas.

•Generated national efforts including the Communications Awareness Discussions Report, Tread Lightly, Camp Stamps and Leave No Trace.

•Extended leadership and cooperation across traditional boundaries with the Greater Yellowstone Coordinating Committee, Interagency Grizzly Bear Committee and the Frank Church River-of-No-Return Wilderness coordinated management effort.

•Have had employee leadership in serving others—Forest Service Women's Association, the Combined Federal Campaign and Forest Service Employees Association.

•Individual National Forest initiatives and special performance element projects are too numerous to mention.

•Launched out as the lead Region in Total Quality Management . . .

As you can see, it's easy to fill a page quickly and space limitations prevent me from sharing the whole list and all the "credits due." For years, Region 4 has been seen as a "sleepy little Region;" but this little list shows me that a lot of national leadership originated right here by innovative employees. It has been my privilege and pride to work with you all.

Stan

J. S. TIXIER
Regional Forester

A Few Less Joints on the Street

The following statistics were included in Region 4's annual report to Washington on Cannabis (marijuana) activities on National Forests in the Intermountain Region in calendar year 1990. We:

✓eradicated 60 sites (gardens).

✓eradicated 1,556 plants (estimated low value of $2,000,000+).

✓spent 637 person days in the field (all agencies) looking for and eradicating Cannabis plants.

✓participated in arresting 27 persons charged with misdemeanors and 16 charged with felonies (some folks were charged with both).

✓17 cases went to federal court with 8 convictions and 9 pending.

✓32 cases went to state court.

✓2 clandestine labs were found.

✓$99,600 worth of property was seized.

✓6 cases were reported of visitors being intimidated by growers.

✓3 firearms were seized from growers.

Trends overall indicate:

✓gardens and plants are becoming more scattered.

✓education/awareness programs are strengthening program support internally and externally.

✓more drugs and drug-related problems are occurring associated with fire crews.

✓illegal growers appear to be getting more violent based on increased number of intimidations and firearms.

✓there is an increase in the number of drug labs and "trafficking" in Region 4.

✓extensive In-Service training and awareness program is directed toward employees recognizing and reporting marijuana activities.

✓drought conditions have adversely affected illegal growth of Cannabis in the same way agricultural crops and range conditions are affected.

LOOK FOR THESE SIGNS . . . they may indicate marijuana is being illegally grown

1. **TENTS,** or camper/ trailers or other recreational vehicles on wooded property with no evidence of recreational activities.

2. **A PATTERN OF VEHICULAR TRAFFIC,** or a particular vehicle seen in the same isolated area on a regular basis.

3. **UNUSUAL AMOUNT OF VEHICULAR TRAFFIC** (especially at night) carrying unknown individuals in and out of an area.

4. **HOUSE IN THE COUNTRY** where men are constantly going in and out and women or children are never seen.

5. **THE BUILDING OF A LARGE GREENHOUSE** or tin barn on property where these structures would not normally be used. (Example: On very heavily wooded land where there are no animals to feed.)

6. **LARGE PURCHASES BY INDIVIDUALS** of fertilizer, garden hoses, plastic PVC pipe, chicken wire, long 2x2 lumber, different sized pots (used for different stages of growing plants), machetes, camouflage netting, camouflage clothing, varied sizes of step ladders (up to 18 to 20 feet) usually painted with green and brown paints, green plastic garden tie material, cans of green spray paint, large trash bags, lanterns, portable heaters (such as large kerosene heaters), extension cords, heat lamps and fans.

7. **INDIVIDUALS PURCHASING WOODED LANDS** and displaying a lot of POSTED and KEEP OUT signs (high fences, heavy chains and locks on gates).

8. **THE USE OF GUARD DOGS** and alarm systems on property in the country, especially around a tin barn or building in an isolated area of the property.

9. **UNUSUAL STRUCTURES** located in remote forested areas, with buckets, garden tools, fertilizer bags, etc.

10. **SIGNS OF CULTIVATION**/soil disturbance in unlikely areas.

YOU ARE THE BEST JUDGE of what may be unusual or suspicious about property that is possibly being used for growing marijuana.

MARIJUANA GROWERS CAN BE DANGEROUS. Leave investigations to law enforcement officers.

Upon discovering a marijuana garden:

DO your best to know your exact location by use of existing landmarks. This will be helpful when relating the location of the garden to law enforcement authorities.

DO make note of any vehicles or persons in or around the areas.

DO exit the area the same way you entered.

DO notify law enforcement authorities immediately.

DO keep this information to yourself after notifying the proper authority.

DON'T enter a garden area, or go any closer than is necessary to identify the plant(s) as being marijuana.

DON'T look around the area for additional plants or garden sites.

DON'T take a sample plant or segment of a plant with you.

DON'T leave any unnecessary sign of your presence in the area.

DON'T return to the area unless accompanied by law enforcement authorities.

Contact your nearest federal, state, or local law enforcement agency or WeTIP. The Forest Service has a national contract with WeTIP. Here's how it works. On the receiving end of WeTIP's toll-free telephone number (800 78-CRIME) are close to 40 professional operators who are on duty 24 hours a day, 7 days a week, to take anonymous tips regarding drug-related activities on National Forests. WeTIP calls are referred to the appropriate Region, Forest or state agency for verification and investigation.

RO NEWS

Rolling On

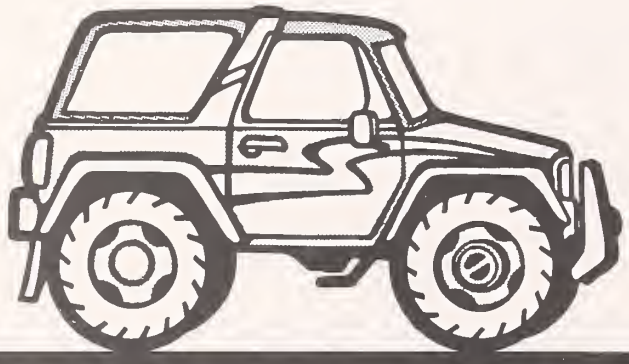
She was Region 4's baby. Here she was conceived, developed and implemented throughout our 16 National Forests. Her growth and appeal were unparalleled and she soon outgrew Regional boundaries. She travelled across the country touching cities as great as the Nation's capitol and as obscure as Oden, Arkansas. She was a lady of principle on a mission. Her message was well received but, as she grew in popularity, her needs grew too. She needed more manpower and more publicity. And she found it. Today at the mature age of 3, she's moving on but she's not going alone. **Tread Lightly!** is now a corporation and the man who led the task force responsible for her creation and development has left with her.

Signatures from Forest Service Chief Dale Robertson on the left, Susan Lamson, Deputy Director of Bureau of Land Management, and Steven Klein, Marketing Executive for Jeep Eagle and the first Chairman of **Tread Lightly!**, *Inc., (a new national nonprofit foundation) are affixed to a partnership agreement (memorandum of understanding) at a Washington Office ceremony on October 29, 1990. At the podium, Cliff Blake beams as wheels are officially put in motion for cooperatively furthering* **Tread Lightly!**.

Her story began in 1983 when Regional Forester Stan Tixier formed a task force to examine Region 4's management of off-highway vehicles (OHV's) and related issues. The rapid increase of OHV's was causing severe environmental damage. Problems associated with improper use included damage to vegetation, disturbing wildlife and generally scarring the landscape. Of equal concern was the increased sediment in streams from soil erosion. Social problems were also an issue with different types of users recreating in the same areas. For example, snowmobilers and cross country skiers were typically at odds.

Cliff Blake, Recreation Planner and the appointed group leader, with the help of Phillip Johnson, Interpretive Services Coordinator; Vern Fridley, Environmental Education Officer (now retired) and several Forest representatives, spent about 1-1/2 years "getting a feel for the state of management" on the different Forests. They discovered an overall need for a major educational program addressing damage to lands from improper use of OHV's.

On that premise, **Tread Lightly!** was born. Operating on the belief that people will more readily comply with a regulation when they understand "why," the group developed signs, brochures and other materials to teach OHV owners to use their vehicles properly. The method worked. It worked so well other Regions and agencies adopted it. It became a national program and, in 1988, Cliff was appointed National Coordinator of **Tread Lightly!**.



"When the Region 4 task force was formed in 1983, we saw a need for a change in advertising. Now that advertisers and publishers are involved, we are hopeful that the image of a truck plowing up a dirt hill, trampling small trees and bouncing madly down a mountain stream will be a thing of the past. In its place will be a new breed of back country drivers (and bikers) showing a new respect for the land they travel," Phil Johnson remarked.

With its heightened status, **Tread Lightly!** eventually became so big that the Forest Service was stretched thin in keeping up with requests for materials and supplies. More manpower and money were needed. Participation was solicited from the private sector—namely, the people producing the vehicles that cause the problems.

In October 1990, in a move that united public and private sectors, **Tread Lightly!** became a nonprofit corporation. As such, it will involve manufacturers, user groups, retailers, advertisers and publishers in efforts to promote environmentally responsible vehicle use on public and private lands. Steve Klein, marketing executive for Jeep Eagle Division of Chrysler Corporation, has been elected **Tread Lightly's!** first chairman of the board.

For many, this partnership is the realization of an earlier vision.

"When the Region 4 task force was formed in 1983, we saw a need for a change in advertising and it's beginning to happen. It's taken 7 years and the efforts of a few tenacious people," said Phil Johnson.

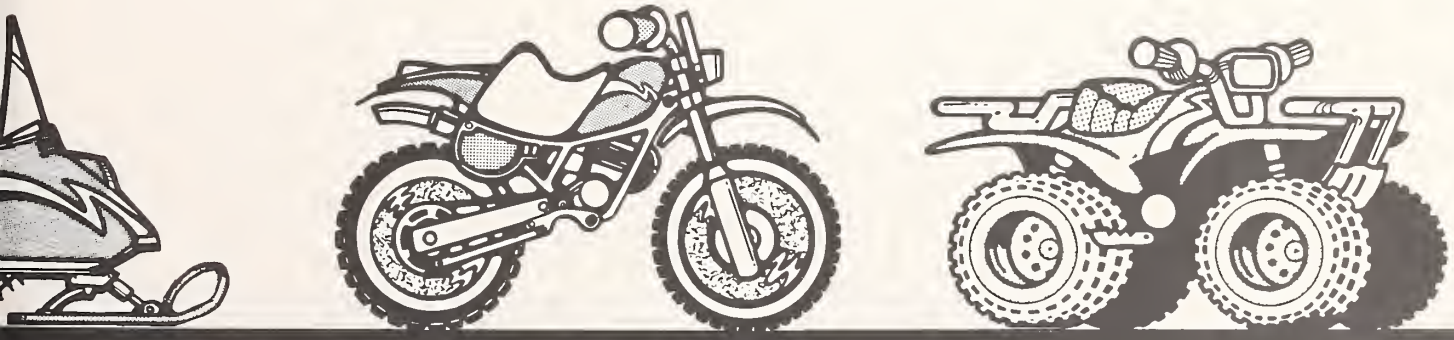
"**Tread Lightly!** will be a conservation organization like Ducks Unlimited or the Izaak Walton League of America with a focus on land use ethics," said Cliff who retired from the Forest Service at the end of November and assumed duties on December 1 as Executive Director of **Tread Lightly!** Inc.

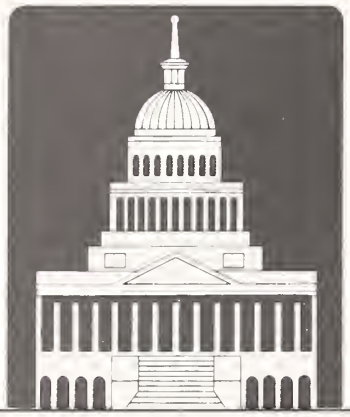
He desired no break in the momentum explaining, "It is the most satisfying thing I've done in my career." Basically, his job will remain the same; although he will enjoy the added bonus of financial and promotional assistance. His office location has changed but he didn't go far. **Tread Lightly!** Inc. is based in Ogden.

The Forest Service is now a partner in **Tread Lightly!** Inc. **Tread Lightly!** Inc. will provide materials and supplies to the public as needed. The Forest Service and the Bureau of Land Management will purchase them at cost. We (and the Bureau of Land Management) will appoint Tread Lightly/Leave No Trace Regional Coordinators in each Region to act as liaison and implementors. At annual meetings, Cliff will tell the coordinators about available materials and how to order them.

Tread Lightly! Inc. has launched a major public membership drive that will continue throughout 1991. For information write to **Tread Lightly!** P.O. Box 149, Ogden, UT 84402-0149.

Sue Arnott
Public Affairs
Regional Office





RISE OF THE TECHNOCRATS:

Experts, Managers, and Politics

Although intellectually the conservation movement developed in preceding decades, the political influence of members of the conservation community was felt from 1890 to 1920. By lobbying Congress regarding the future of timber, wildlife, water power, and minerals on public lands, conservation stalwarts helped ensure the passage of a flurry of acts, including:

- the Forest Reserve Act (1891)
- the Forest Management Act (1897)
- the Lacey Game and Wild Birds Preservation and Disposition Act (1900)
- the Newlands Act (1902)
- the Forest Transfer Act (1905)
- American Antiquities Act (1906)
- the Act for the Preservation of Game in Alaska (1908)
- Weeks Act (1911)
- National Park Service established (1916)
- the Migratory Bird Treaty Act (1918)
- the Mineral Leasing Act (1920)
- the Water Power Act (1920).

The variety of the conservation legislation passed by Congress shows that the goal to create forest reserves was only part of the conservation movement. In fact, passage of the 1891 Act only marked the coming of age of the conservation crusade in national politics. The conservation movement was center stage for years and then began to fade away.

Why did the movement capture national attention during this period and what motivated its varied members? The obvious answer is that members were motivated by the specter of a declining natural resource base. Another answer is that conservation crusaders were caught up in the progressive politics of the time. To them the fight was about public versus private ownership of natural resources. They felt that only by keeping natural resources in the public domain could private monopoloy be prevented. Historian Samuel P. Hays (1959) had another answer. He wrote, "It is from the vantage point of applied science, rather than of democratic protest, that one must understand the historic role of the conservation movement."

Hays is saying that we cannot isolate the conservation movement from the wider changes taking place in the Nation. One major change was the emerging bureaucratic management structure in industry and government, a trend that reacted to the inefficient and wasteful management of the time—both timber and people. A founder of this change was Frederick Winslow Taylor, an engineer and advocate of "management science."

The concept influenced the Forest Service. The first professional foresters had to justify their presence and the justification was that forestry was a science that could not be learned just by being out in the woods.

Early forestry schools taught that human intervention in nature would maintain and increase the supply of natural resources. The political entity supported that teaching by advocating that resources should be managed by objective professionals free from special-interest politics. It was felt that only in this way could public resources be managed for "the greatest good of the greatest number in the long run."

Reference: Conservation and the Gospel of Efficiency: The Progressive Conservation Movement, 1890-1920. Samuel P. Hays. 1959. Harvard University Press.

Note from Terry West, WO History Unit: There are a variety of views explaining the origins of the conservation movement. In this seventh mini-history, the theory is that early members of the movement were motivated by new ideas for scientifically managing natural resources. The premise was that if managed wisely, natural resources could be increased to meet the needs of a growing nation. The goal became efficiency in management and use of natural resources (to maximize production while reducing waste).

Here's to You, Robert Gardner

People traveling through the town of Challis early the morning of December 6 might have been a little startled to see the lights ablaze in the Challis District Ranger's Office. If they had stopped to see why a government office was in full swing at 6 a.m., they would have stepped into a flurry of activity. Employees of the District were preparing to tell Ranger Robert Gardner just how much they appreciated him.

With the office decorated, banners proclaiming the day as "RANGER APPRECIATION DAY" and a table overflowing with "goodies," employees eagerly awaited the arrival of the guest of honor. When Bob recovered from his surprise, his District co-workers presented him with a picture of Twin Peaks and a Certificate of Appreciation, "For being a supportive, honest, understanding and fun Ranger." An invitation was sent to employees in the Supervisor's Office and the other Challis National Forest Districts to stop by, congratulate Bob and share in this special day.

As a grand finale, the entire District spent the afternoon looking at a proposed timber sale and getting a Christmas tree for the office. It was such an excellent teambuilding experience, another District outing will be planned.

The Challis Ranger District prides itself on being people-oriented as expressed in its Vision Statement: "We the members of the Challis Ranger District will strive to respect our customers by maintaining a courteous open atmosphere and providing high quality products and service." Having Bob as a Ranger is a large part of being able to meet that goal.

Robert Gardner holds the plaque that says, "For being a supportive, honest, understanding and fun Ranger."

SELECTING THE RIGHT COMMITTEE

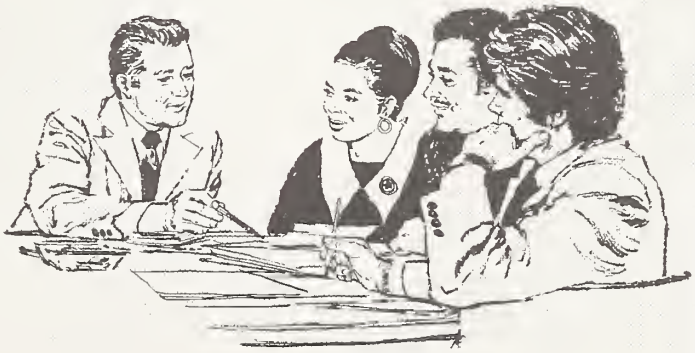
When you're choosing a committee to get a job done, strive for the right kind of balance. The best committees usually have a mixture of the following personalities:

CREATIVE TYPES
They often provide the ideas that get the committee going. Not all of the ideas are workable, but that's why you have other types on the committee.

PRAGMATIC TYPES
They recognize the limitations of the committee. They constantly ask: Will it work? *Note:* Don't let the pragmatics squelch the creatives, or the number of new ideas will be reduced dramatically.

BIG THINKERS
They understand the committee's mission and usually have more foresight than the creatives.

TEAM PLAYERS
They understand the importance of working together for the good of the committee and the organization it represents. Just about all committee members need to be team players. It is especially important that the person chairing the committee be a team player.



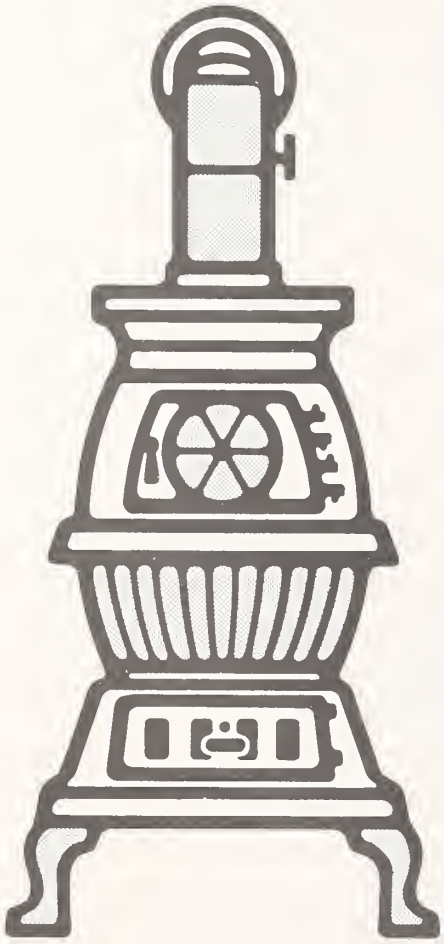
Source: Chris Painchaud, Indiana Association of Realtors, writing in the* The Executive Officer, *the National Association of Realtors, 430 No. Michigan Ave., Chicago, Illinois 60611.

SPECIAL INTEREST

WHAT WOOD WOULD YOU BURN?

"Dirty little culprit" accusations are often a bad rap. Woodburning stoves do not need to cause air pollution.

In the first place, any new wood stove must meet emission standards (the measured particulate materials in smoke) by being equipped with either a catalytic combustor or having an interior design that provides efficient combustion.



Secondly, what goes in affects what comes out. The following hardwoods provide a relatively high amount of heat with little smoke: apple, ash, beech, birch, dogwood, hard maple, hickory, locust, mesquite, oaks, Pacific madrone, and pecan. Also creating little smoke, but less heat efficiency, are alder, cherry, soft maple and walnut. All of the most prevalent softwoods provide low heat efficiency and generally produce a lot of smoke.

Here are some EPA tips for the kind, considerate homeowner with a woodburning stove:

- Reduce woodburning during temperature inversions and when air pollution is building. Limit wood burning or change to a cleaner form of heating when the atmospheric clearing index is less than 300.
- Maintain a hot fire with an adequate supply of air to burn the gases as they are released from the wood.
- Burn only dried wood.
- Use only small amounts of kindling, cardboard or loose paper to start the fire.
- Burn larger logs. That can reduce emissions by 16.5 percent. Be sure to provide an adequate supply of air.
- Burn hardwoods.
- Never burn garbage, wood containing preservatives, or coal.
- Check to see how dark the smoke is coming out the chimney. It should be clear.
- Investigate available appliances that help filter smoke to release cleaner air into the atmosphere.

YOUR NEIGHBORS AND THE ENVIRONMENT THANK YOU FOR THE CLEANER AIR.

New Publications

Forest Service:

"Endangered Species of Utah," - a 4-fold publication with colored photos.

"Leave No Trace!—Land Ethics"

A revision of the Intermountain Regional Map.

Other:

Heart of the Rockies Map (Utah, Idaho, Wyoming and Montana) - includes National Forest information.

ESP
Everyday Serving People

October 27, 1990

Kent Taylor
Forest Supervisor
Fishlake National Forest

Dear Kent:

It was called to my attention today that the article which appeared in the Richfield Reaper this past week gave credit to the "Fishlake National Park" for the cooperative funding that led to the new exhibit which opened today at the Fremont Indian State Park Museum. As I reviewed the news release we sent out, I realized not only did it not give correct credit to the Fishlake National Forest, but it did not even mention the magnitude to which the Forest Service was involved. I am sorry to say that the article was written by me and I must accept full responsibility for the misinformation and lack of credit. Please accept my sincere apology for this mistake.

I hope the article which comes out this week in the Reaper written by a professional reporter will give credit where credit is due and that is to the Fishlake National Forest and Bob Leonard for the reality of the exhibit.

There would not be this exhibit which is the centerpiece of our museum display without the financial support of the Fishlake National Forest and the energy and work of Bob Leonard.

. . . it turned out to be far superior to anything I envisioned. I am sure you will be as proud of what we have done in this partnership as I am.

In my entire career, I have never had the opportunity to have such a supportive relationship with any other state or federal agency as I have experienced with the Forest Service. I am aware that this is no accident but the positive effort of you and your staff.

. . . I know that the Fremont Indian State Park would not be the success it is becoming without your help . . .

Sincerely,

/s/ Gordon W. Topham, Park Superintendent
Fremont Indian State Park

Award for Volunteer Hosts

For the past 3 seasons, Floyd and Carolyn Cuzick have been Volunteer Hosts at the Lantz Bar Visitor Center on the Main Salmon River in the Frank Church-River of No Return Wilderness. They have donated over 4,000 hours in site maintenance and visitor contacts.

Lantz Bar is a working homestead situated in the wild (roadless) section of the Salmon. There are only two ways to access this facility—by boat or by trail; yet approximately 5,000 boaters annually enjoy this very popular Idaho white water opportunity.

The Lantz Bar property was donated to the Forest Service by Frank Lantz before he died in the early 1970's. This site and the Visitor Center are used to interpret the early history of the Salmon River.

The Cuzicks took it upon themselves to become experts on the life and legend of Mr. Lantz. Their oral history of the site has delighted the many boaters who are invited to stop and visit. The North Fork Ranger's office has received numerous comments on the Cuzicks' friendly and helpful greetings. They have also assisted in several injury rescues and various emergencies.

The Cuzicks have worked hard to maintain the grounds, irrigating over 120 fruit trees during the summer's 100 degree temperatures and keeping up the homestead building and Visitor Center. Their efforts have truly made Lantz Bar a "showcase" facility.

Regional Forester Stan Tixier presents a Certificate of Merit and a plaque of appreciation to Mr and Mrs. Floyd Cuzick during a float trip down the Main Salmon River last July.

SPECIAL INTEREST

The Spirit of the Pilot

We remember that first day he walked in the Supervisor's Office. He was different from Jack Lavin. Taller. Bearded. About the same amount of hair on top. His reputation, like Jack's, preceded him. We were ready for new things, powerful ideas. He would tell us that we were empowered. He would guide us down a different road. He would throw the book out the door. He would lead us in profound change. He would become our Pilot and show us how to seize the day.

Only later would we discover the many things about Dave Rittersbacher that would cause the Chief of the Forest Service to want to lean on him for counsel about change. Only later would we discover that Dave is a national resource for change, a man who Tom Peters cited as living proof of excellence in government.

It must be true with most of the really good leaders that they stand behind their people and help them achieve. It was true of Dave. In the middle of one of the toughest fights this Forest ever fought, the wildfire season of 1989, Dave was there, nurturing, building coalitions, expanding the base of resources and people by inclusion. The daily morning briefings included representatives from every potentially affected agency or group who could do anything at all to help us. The press briefings that followed won the respect of even the most hardened reporters. The Forest Public Affairs Officer was to say that he learned about effective two-way communications that summer.

Dave's hand was everywhere, not in an iron grip, but helping pull us over the top . . . over the top to get the Forest Plan on the street, over the top to heal the land through Project Lightning, over the top to reorganize and open up our organization. Over the top to remember who we are and dream about who we can be.

Through the hot summers and the cold winters, through the success and failures, through the laughter and the grim times, Dave shared his experience in the best ways, remembering stories and tales that taught and reassured. The aborigines have their Dream Time, their Garden of Eden, and so does Dave. Dave's Dream Time was Riggins. He was the Ranger. His wife was his joy, and Joy is his wife. And their children were just the right age and the family knew everybody and was involved in everything. Dave and Joy forged the essence of the family they would become on the shores of the Main Salmon, tucked away in wild Idaho, the place where his heart lies.

Dave is a "good man," a "top hand," a "tough trooper." He is the Forest Service. He stands with the best who ever stood for the best this outfit has to give. Dave was forever changed by his service, from the moment he first bound himself to us, until the day he passes on beyond. And he will remember us, and the Dream Time, all the days of his life. As we move ahead into our future as an Agency, we will learn from Dave the Pilot, and remember him, and take him with us down the long halls of our history.

The Boise National Forest joins the many other Forests and units who touched the hand of Dave Rittersbacher during his long career in wishing Dave and Joy the very best in their retirement. Well done, thou good and faithful servant.

Frank Carroll
Public Affairs Officer
Boise National Forest

Dave Rittersbacher

DOUGLAS M. BIRD

Doug Bird has closed his career after 35 years of dedicated service, the last 5 handling the worst fire seasons the Intermountain Region has ever known. He met that challenge and moved on.

For more than 10 years, Doug was our Director of Aviation and Fire Management. Under his direction, the Region's air fleet was modernized and personnel took on a new professionalism. The air fleet has had an almost flawless safety record and earned the respect of users and managers alike.

Before he became Director, he was Forest Supervisor of the Wayne-Hoosier National Forest (Indiana), Deputy Director in charge of fire suppression at the Boise Interagency Fire Center in Idaho, Deputy Forest Supervisor of the Lolo National Forest (Montana), Staff Assistant in the Human Resources Program in the Washington Office, Director of the Job Corps Center at Grants, New Mexico, with early assignments on the Sitgreaves and Tonto National Forests (Arizona). He was a smokejumper for 5 summers before joining the Forest Service full time in 1961.

Doug is a native of Salina, Utah, but was reared in Casper, Wyoming. He holds a Bachelor's Degree in Forestry and a Master's in Timber Management from Utah State University. He also has a Master's in Fire Ecology from the University of California at Berkeley.

Douglas M. Bird

SPECIAL INTEREST

J. KENT TAYLOR

"Efforts have led to an increase in both fishing opportunities and customer satisfaction. I am proud of the exceptional work accomplished . . . and the exceptional contributions in make "Rise to the Future" the success it is today," so said Chief F. Dale Robertson last year as he honored one Forest from each Region for making the Forest Service the lead agency in fish habitat management. Kent Taylor and the Fishlake National Forest were the recipients for the Intermountain Region.

Later last year, Kent was named Range Manager of the Year by the Utah Section, Society for Range Management. Again, this was in recognition of his leadership and innovativeness.

Because Kent likes to tackle solutions to problems, he was a prime mover in the formation of the Utah Wildlife Initiative and the current Take Pride in Utah campaign. He supervised the Ecosystem Stratification of the Fishlake, the most comprehensive analysis of rangeland resources and capabilities done on any National Forest in Utah and perhaps the Nation. His initial work and leadership in off-highway travel has been instrumental in the current coordinated development of Statewide Travel Management Plans. He received a Utah Governor's Award in 1988 for "Excellence in Promoting Recreation and Tourism in the State."

J. Kent Taylor

Kent also initiated the Oak Creek Range Validation Study which was a forerunner of Coordinated Resource Management. He has been responsible for seeing that some range management success stories have been exposed through video productions and publications.

He has been president of both Kiwanis (Vernal, Utah) and Rotary (Richfield, Utah).

Before his appointment as Forest Supervisor, Kent was Recreation and Lands Staff Officer on the Ashley National Forest. He came to work for the Forest Service as a Range Conservationist on that same Forest. Later he was Assistant District Ranger on the Kamas (Wasatch Forest), Malad District Ranger (Caribou Forest), Range Conservationist in the Regional Office and a member of the Timber, Fire, Recreation and Lands Staff on the Fishlake Forest. He has a Bachelor's Degree in Animal Husbandry and a Master's in Range Management, both from Utah State University. But these skeleton facts do not describe the heart, dedication and commitment of this man to his principles and the Agency.

In tribute, one of Kent's co-workers said, "Kent has shown that he can work in the trenches, in the meeting room, or in serving the public in Forest Service and civic capacities—always focusing on improvement of the land and its resources for the people he served."

DON T. NEBEKER

Don T. Nebeker has retired after more than 14 years as Forest Supervisor of the Uinta National Forest.

Don was born in Richfield, Utah, attended Brigham Young University and graduated from Utah State University with a Bachelor's Degree in Range Management. He received a Master's Degree in Economics, Public Administration and Behavioral Communication from the University of Montana, later earning his Doctor's Degree in Natural Resource Administration, Constitutional Law and Behavioral Science at Michigan State University.

As he progressed through his career, Don served as District Ranger on the Dixie, Black Hills and Manti-La Sal National Forests. He was Branch Chief of Planning and Administration for Range Management and Assistant Regional Planner in the Intermountain Regional Office and Associate Program Manager for SEAM (Surface Environment and Mining) in Billings, Montana.

Under Don's progressive and innovative leadership, the Uinta gained a reputation for its efficiency. The Human Resource Program there has drawn national attention and become a model for the entire Forest Service. The Uinta National Forest leads the Nation in the number of volunteers and value of volunteer projects. In 1986, Don received a Superior Service Award from the Secretary of Agriculture for "Outstanding leadership and public service with the Payson Lakes Touch America Projects involving youth volunteers."

In 1988, he received the Governor's Award for Special Achievement for "Outstanding Innovation and Achievement in the Recreation Field," as well as the Governor's Award for Excellence for "Outstanding Achievement in Promoting Recreation and Tourism in Utah." Recently, he was honored by the Utah Wildlife Leadership Coalition as the "Outstanding Public Administrator for 1990."

Don T. Nebeker

PERSONNEL

Awards

ASHLEY NATIONAL FOREST

Cash

GARY RAVENBERG, Lead Forestry Technician, Flaming Gorge RD - For completing the "dry lease" helicopter fuel truck.
STEVE ROBERTSON, Electronic Technician, SO - For safety.

Quality Step Increase

JEFFERY LARRIEU, Forestry Technician, Flaming Gorge RD - For outstanding performance.
GARY STOLZ, Outdoor Recreation Planner, Flaming Gorge RD - For leadership in information services.

Group

JERRY STREBEL, Forestry Technician, Duchesne RD - For successfully completing Bureau of Reclamation projects at a high quality standard while maintaining normal duties.

BOISE NATIONAL FOREST

Cash

MARIA NAVARRO, Information Receptionist, SO - For special effort and acceptance of higher responsibilities in support of the public affairs program.
WILLIAM GEER, Archeologist, SO - For superior performance in the Lands Program involving the completion of the withdrawal review process for all Forest Service withdrawals on the Forest.
TAMIE RICHARDS, Clerk/Typist, Lowman RD - For special effort and acceptance of higher responsibilities in support of the public affairs program.
ERIKA BARKER, Gardener, Lucky Peak Nursery - For superior work.
LYNETTE MORELAND, Forester, SO - For outstanding performance as an evaluator for the Tri-Regional Education in Ecology and Silviculture (TREES) Training Program for TREES VIII.

Quality Step Increase

PATTY BAIRD, Resource Clerk, Lowman RD - For outstanding performance in 1990.
DAVID LINK, Forestry Technician, Lowman RD - For outstanding work during the salvage timber sale in FY 1990.

BRIDGER-TETON NATIONAL FOREST

Cash

SUSAN MARSH, Recreation Staff Officer, SO, received the first annual Forestwide Quality Award for work above and beyond the call of duty in providing both internal and external customer satisfaction.
ROBERT KOMINSKY, Forestry Technician, Kemmerer RD - For outstanding support in the trails special element for the District.
JEFFREY S. LAUB, Forester, Kemmerer RD - For outstanding support and leadership in the trails special element for the District.
MARJORIE IVERSON, Resource Clerk, Big Piney RD - In recognition of the effort required to quit smoking.
DONESE WILLIAMS, Zone Minerals, Big Piney RD - For leadership in completing the leasing in Management Areas 25 and 26.
EILEEN THORNTON, Clerk/Typist, Big Piney RD - For outstanding performance.
BRADLEY BRIDGES, Computer Clerk, SO - For excellent performance in the application of system update and for providing support to the users in the SO and on RD's.
WILLIAM MOYER, Civil Engineer Tech, North Zone, Jackson RD - For superior performance in contract administration of the West Table boat launch contract.
LEWIS R. WILKERSON, Resource Clerk, SO - For performance substantially exceeding the requirements of his position.
CLARENCE WENZEL, Supervisory Forestry Technician, Jackson RD - For effort in coordinating the timber management program with special emphasis on post sale activities.
LOIS ZIEMANN, Forester, Jackson RD - For developing and implementing the project relating to limiting factors for recreation use limits.
SHIRLEY GOWETT, Resource Clerk, Jackson RD - For sustained superior performance while working both the information/receptionist position and the resource clerk position in recreation.
BARBARA RIDGWAY, Payroll Clerk, SO - For performing many personnel-related duties which were not in her position description.
LEE HARRELSON, WAYNE CLAYTON, BILL NECKELS, STEVE BALDOCK, LEON TILLMAN, BILL MOYER, Civil Engineers, Greys River RD - For completing the facilities work necessary to move the Jackson Ranger District and North Zone Engineering to the SO compound.

CARIBOU NATIONAL FOREST

Cash

BONNIE M. LEWIS, Forestry Technician, Montpelier RD - For exceptional efforts in managing Minnetonka Cave the summer of 1990.

CHALLIS NATIONAL FOREST

Cash

JEANNIE A. QUIGLEY, Procurement Clerk, SO - For initiative and high quality work in procurement research, office services and payroll backup.
JILL M. TOFFLEMIRE, Forestry Aid, Challis RD - For accepting responsibilities and performing duties greatly exceeding the requirements of her position.
SHARON S. BRADLEY, Forester, Challis RD - For dedicated and consistent support of the Forest's Wellness and Fitness Program from 1988 through 1990.
ROSS W. MCELVAIN, Supervisory Range Conservationist, Challis RD - For outstanding service as the Executive Secretary of the Challis Experimental Stewardship Program from 1981 through 1989.
RONALD G. YACOMELLA, Land Surveyor, SO - For outstanding service to the Forest in the areas of timber roads and supervision, including affirmative action from January 1 through October 1, 1990.
BILL N. SAVAGE, Construction Representative, SO - For outstanding service to the Forest in areas of minerals management and the timber bridge initiative from January 1 through October 1, 1990.
JIM T. KOPP, C&M Foreman, SO - For outstanding service to the Forest in areas of work planning and implementation. Extra effort resulted in a high quality road maintenance program and allowed the Forest to be successful in numerous special projects.
JACK L. EBBERTS, Civil Engineering Technician, SO - For outstanding service to the Forest in the areas of contract preparation, contract administration, and fire suppression from January 1 through October 1, 1990.

DIXIE NATIONAL FOREST

Cash

CHEREE PADDOCK, Resource Clerk SO - For outstanding professionalism in timber sale accounting.
CARLTON P. GUILLETTE, Powell District Ranger - For donating hundreds of hours of personal time to complete the Red Canyon Visitor Center.
DAVID RICKS, Forestry Technician, SO - For superior performance in managing the Law Enforcement Program.
CONNIE S. KLEESE, Payroll Clerk, SO - For extra effort in processing requisitions.
PAMELA SALMOND, Clerk/Typist, SO - For extra effort as the word processor operator in the SO with no backup for most of the year.
RANDALL R. HAYMAN, Forester, Cedar City RD - For outstanding performance in leading the ID Team and preparing the Strawberry Ridge Timber Harvest EIS.
DIANE D. HOLMES, Accounting Technician, SO - For superior performance in declustering and reorganization.
WILLIAM R. HOUSTON, Range Technician, Cedar City RD - For outstanding work in developing District trail map.
V. T. ROSENBERG, Resource Assistant, SO - For continued outstanding service in all resource activities, especially during a difficult period of personal illness.

FISHLAKE NATIONAL FOREST

Cash

DOUGLAS OYLER, Forestry Technician, Loa RD - For exceeding requirements of his position.
CORNELL M. CHRISTENSEN, Range Conservationist, Loa RD - For sustained superior performance as program manager.
KENT W. TRAVELLER, Supervisory Landscape Architect, Loa RD - For extra effort in working with volunteer groups on the District.
TAKAKO SCOTTORN, Resource Clerk, Fillmore RD - For performing additional duties in an outstanding manner which allows range programs to operate with no delays.
LAYTON JACKSON, SCSEP, Fillmore RD - For keeping the grounds at the District office in excellent shape in addition to maintaining campgrounds.
JUDY GIBSON, SCSEP, Fillmore RD - For an outstanding good HOST attitude.
HELEN R. WILLIAMS, SCSEP, Beaver RD - For exceptional handling of added Support Services Supervisor duties.

Group

CARLA CHEE, Forestry Aid; BARBARA TORGERSON, Forestry Aid; SCOTT DURFEY, Utility Systems Repairer/Operator, and NATALIE MORRELL, Resource Clerk, Loa RD - For extra effort and initiative in meeting customer needs and expectations in the District's Recreation Program.

MANTI-LA SAL NATIONAL FOREST

Cash

BILLY J. DYE, Forester, Ferron RD - For special act.
ANA EGNEW-DRONKERT, Wildlife Biologist, Ferron RD - For special act.
RON HIGGS, Range Conservationist, Price RD - For accomplishments over and above that expected in the performance of duties.
CHRISTY WRIGHT, Forest Dispatcher, SO - For using her initiative and judgment in performing her duties more efficiently.
CAROL RIDING, Support Services Supervisor, Ferron RD - For extra effort and great dedication in keeping DG equipment running and preventing damage to it.
DON L. OKERLUND, Forester, Sanpete RD - For excellent performance while handling an extremely high workload consisting of many complex projects and exceeding work targets during FY 1990.
DON J. CHAMBERS, Range Technician, Sanpete RD - For exceptional effort in performing range, wildlife and watershed improvement duties as construction crew leader on the District.
EDWARD B. SCHOPPE, Range Conservationist, Sanpete RD - For a key role in planning and executing an extremely complex project at the Great Basin Experiment Station involving over 100 workers from the Forest, the Intermountain Research Station, the Division of Wildlife Resources and the Society for Range Management.

Group

DANIEL LARSEN and CHARLENE MCDOUGALD, Price RD - For special act.

Length of Service

DALE HARBER, Ferron RD - 10 years
JOHN S. HEALY, Range Conservationist, Ferron RD - 20 years

PAYETTE NATIONAL FOREST

Cash

DAVID R. MYERS, Range Conservationist, New Meadows RD - For superior accomplishment in coordinating the production of the Forest's Range Action Plan, leadership as Acting Ranger, innovative and practical range management, and developing partnerships for range management on the New Meadows and McCall Ranger Districts.
CRAIG LEWIS, Fiscal and Accounting Officer, SO - For outstanding leadership and efficient delivery of services during FY 1990 and for assisting in the comptroller responsibilities during the 1990 fire season on the Payette.
HAROLD LUKECART, Electronic Technician, SO - For outstanding leadership and direction in providing support services to the fire organization during the 1990 fire season.
JOYCE STECKMAN, Support Services Supervisor, New Meadows RD - For sustained superior performance and for leadership in developing and implementing the District budget.
PAMELA J. GARDNER, Public Affairs Specialist, SO - For outstanding efforts in leadership of the environmental analysis and development of high quality NEPA documents for the Grade/Dukes Creek Timber Sale and going more than the "extra mile" to inform and involve the public under very trying circumstances between the draft and final EIS.
THEODORE L. STILLMAN, Supervisory Forestry Technician, SO - For sustained high quality performance in supervising the log scaling and log accountability program on the Forest.
THEODORE DEMETRIADES, Forester, Timber Management, SO - For diligence and commitment in trying to find ways to use high elevation satellite imagery for forest inventory.
JIMMIE G. RUSKA, Forestry Technician, SO - For continuing high quality work toward totally implementing STARS technology on the Forest.
STEVEN W. WATERS and SUSAN D. BATES, Assistant Forest Dispatchers, Smokejumpers - For superior effort in preparing accurate flight invoice payments while maintaining initial attack dispatching during a very active fire season.
JOE R. BECK, Warehouse Worker, and DEBRA I. BECK and CURTIS A. MILLER, Forestry Technicians, New Meadows RD - For outstanding achievement in community involvement.
RUTH L. PAGE, Range Conservationist, New Meadows - For superior performance in range administration and rangeland monitoring on the New Meadows and McCall RD's.

Quality Step Increase

CAROL J. MOORE, Payroll Clerk, New Meadows RD - For sustained superior performance and exceptional support to the District that substantially exceeded normal requirements of her position.
VIRGINIA STILLMAN, Computer Assistant, New Meadows RD - For personal initiative and continued positive attitude in managing the District's Data General system and sustained superior performance that substantially exceeds normal requirements of her position.
CHRISTINE KOEBERLEIN, Resource Clerk, New Meadows RD - For eager willingness to accept additional assignments and a high level of support to the District that substantially exceeds normal requirements of her position.

SALMON NATIONAL FOREST

Cash

SUSANNE A. SMITH, Information Assistant, North Fork RD - For outstanding display and leadership in the District's customer service.
BRUCE H. SMITH, Fisheries Biologist, SO - For superior work in planning, organizing, and completing fisheries projects on the Forest from 1988 to 1990.
DAVID SABO, Forester, Cobalt RD - For performance which substantially exceeded job requirements in modifying China Gold Timber Sale units to comply with the Forest Plan.
ELIZABETH A. RIEFFENBERGER, Hydrologist, SO - For outstanding effort in running the Snake River Adjudication Program for the Forest from 1988 to 1990.
LARRY C. TAYLOR, Forester, SO - For sustained superior performance of both regular and special duties during FY 1990.
CLINTON W. SHAW, Computer Programmer Analyst, SO - For exceeding the normal expectations of his job in duties and willingness to help others better perform their duties.
EMMA L. MOORE, Resource Specialist, SO - For exceeding the normal expectations of her position and for her willingness to be of assistance to others in better performing their duties.
ERIC S. PROCTOR, Telecommunications Specialist, SO - For exceeding the duties of his position by assisting other Forests and the Bureau of Land Management with their communication systems resulting in higher quality.
LARRY O. WRIGHT, Information Receptionist/Typing, North Fork RD - For outstanding performance in performing duties beyond that normally expected from January to September 1990.
MARIAN M. BUENGER, Information Receptionist, SO - For performing all duties in a superior manner.
ROBERTA V. FADNESS, Clerk/Typist, SO - For performing all duties in an outstanding manner from October 1, 1989, to September 30, 1990.
SHERRY A. JACOBS, Mail and File Clerk, SO - For consistently performing her duties in an outstanding manner and accepting additional duties of principal Imprest Cashier for the Forest.
TERESA M. JOHNSON, Clerk/Typist, SO - For performing all telephone receptionist duties in a superior manner.
JUDITH I. MEYERS, Accounting Technician, SO - For outstanding performance in upgrading the efficiency of the Forest's Budget shop.
JANICE E. PHILLIPS, Accounting Technician, SO - For providing outstanding service to incoming employees in processing transfer of station vouchers and counciling as requested.
LINDA G. WAYLAND, Clerk/Typist, SO - For consistently performing all duties in a superior manner from October 1, 1989, through September 30, 1990.

Quality Step Increase

EILEEN R. HAVENS, Budget Analyst, SO - For exceeding the normal expectations and requirements of her job and clearing up all errors in the unit's financial statement.
GARY L. JACKSON, Soil Scientist, SO - For providing the Forest with outstanding service in the soils function over a sustained period.
TOM S. PATTEN, Forestry Technician, SO - For continuing excellence in performing all assigned duties during fiscal years 1989 and 1990.

PERSONNEL

KENNETH E. STAUFFER, Landscape Architect, SO - For providing the Forest with outstanding service in recreation, interpretive service and wilderness management over a sustained period.
JAMES F. WILEY, Criminal Investigator, SO - For outstanding achievements in law enforcement with local law enforcement divisions and off-Forest assignments.

TARGHEE NATIONAL FOREST

Cash

MELANI MAY, Forestry Technician, and RICHARD ROBERSON, Forester, Teton Basin RD - For contributions to the Civil Rights and Volunteer Programs, hosting an international volunteer the spring and summer of 1990.
EUGENE E. MCGREGOR, Forestry Tech, Teton Basin RD - For providing exceptional effort in dealing with the public concerning timber management practices.
CAROL LOWE, Wilderness Ranger, Teton Basin RD - For outstanding performance and project initiation in Wilderness education.
TERRY BRATTAIN, Trail Crew Foreman, Teton Basin RD - For outstanding performance in the trails and recreation programs.
BRENT M. BURRELL, Forestry Tech, Ashton RD - For outstanding performance in his first year as crew leader with the District's firewood program.
HERBERT BOLLAND, Forestry Technician, Ashton RD - For demonstrated superior service as the coordinator and supervisor of SCSEP enrollees and for efforts to improve the District's signing program.
M. WAYNE JENKINS, Supervisor Forestry Technician, Ashton RD - For substantially exceeding trail construction and trail maintenance targets despite severe budget restrictions and shortage of available seasonal employees.
FAYE L. CHRISTIANSEN, Forestry Technician, Ashton RD - For service as law enforcement coordinator providing training and leadership to Dubois, Island Park and Ashton Ranger Districts.
WILLIAM G. DAVIS, Ashton RD - For continued dedication and responsibility toward his job which continuously results in high quality work.
TERI THOMAS, Resource Clerk, SO - For primary responsibility for sale packages and advertisement of 6 large timber sale contracts. This extra work was done in an exceptional manner while maintaining regular duties when others were assigned to fires.
SHIRLEY S. DEMOTT, Personnel Management Specialist, SO - For exhibiting the highest quality of performance during past 15 years on the Forest. She has always been a team player and has been committed to serving her customers with a great deal of professionalism even under stressful conditions.
IRA H. SPAULDING, Forestry Technician, Palisades RD - For superior performance in maintaining and operating facilities in and around the Palisades Reservoir during the summer of 1990 with a limited budget and resources.
DEAN M. DAVIES, Civil Engineering Technician, Palisades RD - For outstanding effort exceeding normal job requirements while working with Kelly and Grand Targhee Ski Areas and meeting Palisades and Teton Basin Districts' engineering needs.
THOMAS CHAMBERLAIN, Forestry Aid, Island Park RD - For exceptionally high performance in campground maintenance.
KAY ORME, Forestry Technician, Island Park RD - For exceptionally high performance in campground compliance and maintenance.
ROBIN E. JENKINS, Forestry Technician, Island Park RD - For providing outstanding visitor information services on the District.
EVELYNN W. HURT, Supervisory Personnel Assistant, SO - For outstanding performance substantially exceeding the normal requirements as payroll technician for 5 National Forests.
MARK MAINS and NEIL SHELDON, Forestry Technicians, Island Park RD - For maintaining consistent superior performance as an inspector on a large fall tree planting contract with a shortage of personnel to help.
FERGUS BRIGGS, Forestry Technician, Island Park RD - For high quality work in a demanding firewood and post and pole program on the District.
MARVA MURDOCH, Support Services Specialist, Ashton RD - For substantially exceeding work requirements and contributing to overall District performance well beyond that which is expected.
KIMBERLY JOHNSON, Wildlife Biologist, Dubois RD - For implementing an effective wellness program and being recognized and selected as the Wellness employee of the year for the Forest.

Quality Step Increase

ANETTE ZOLLINGER, Personnel Management Specialist, SO - For exceptional personnel services to 2 Forests. Many compliments have been received from Management and employees concerning her extraordinary level of assistance and advice. She has a continual "can do" attitude with a high level of quality and professionalism.
JACQUELINE HILL, Personnel Clerk, SO - For achieving a high quality of performance as a technical expert for the Forest. She is always willing to go the extra mile.

UINTA NATIONAL FOREST

Cash

CHARMAINE THOMPSON, Archeologist, SO - For excellence in organizing Forest involvement with the Passport in Time pilot project for volunteers in archeology.
MARVIN KLAIN, Engineering Tech (Co-op Ed), and SHERRIE DAVIS, Civil Engineering Tech, SO - For special efforts on Strawberry Reservoir projects.
KATHI ABRAHAM, Supply Clerk, SO - For outstanding accomplishment with Uinta's TQM effort.
MELBA RASMUSSEN, Accounting Technician, and KARYL GEORGIO, Supervisory Budget Analyst, SO - For successful transition of the budget and finance cluster.
LOYAL CLARK, Manpower Development Specialist, SO - For leadership in the Outdoor Ethic's Program.
JERRY SMITH, Forester, SO - For coordination and exceptional performance in the Hosted HRP.
CINDY SWANSON, Realty Specialist, SO - For initiative in creating the "Boundary Beautiful" Program.
SYD JACQUES, Civil Engineer, SO - For taking supervisory lead on Strawberry Reservoir projects.
STEVE STALKER, Communication Spec., SO - For sustained superior performance in maintaining the Uinta's highly technical communication system.
LARRY CALL, Forest Planner, SO - For significant effort in completion of Seven Peaks and Arterial Travel Route EIS's as well as design of Strawberry construction projects.
VAUGHN STOKES, Forest Engineer, SO - For efforts as official "overseer" of $3 million worth of engineering projects undertaken during FY 1990.
ROY DANIELS, Heber District Ranger - For maintaining cooperative relationships with the Utah National Guard Engineering units, enabling us to use their expertise for many Forest projects.
TOM TIDWELL, Spanish Fork District Ranger - For outstanding efforts in hosting and participating with internal and external groups.
WALT HANKS, CUP Liaison Officer, SO - For coordinating and successfully securing Coal Mine Hollow lands for the Forest Service.
JEFF CRAIG, Personnel Officer, SO - For successful transition and implementation of 3 Forest personnel shops under extremely complicated situations.
VICKI MAY, Personnel Management Specialist, SO - For successful transition and implementation of the Forest personnel shop under extremely complicated situations.
BOB EASTON, Pleasant Grove District Ranger - For support of the Uinta's HRP.
LAURIE SMITH, Forestry Technician, Heber RD - For developing, scheduling, and implementing campfire programs on the District during the 1989/1990 field seasons.
VAL YOUNG, Lead Clerk-Typist, Heber RD - For achieving increased T&A efficiency rate during extreme fire season on the District.
KAREN MAIR, Clerk-Typist, Heber RD - For going the extra mile during a personnel shortage and an extreme fire season on the District.
DENNIS JENSEN, Supervisory Forester, Heber RD - For using initiative, creativity, and computer knowledge in developing and installing the Strawberry Visitor Center display and interpretive signing.
KENT JONES, Forestry Technician, Heber RD - For filling in for Facility Manager after his retirement.
JACOBUS WATERREUS, SCSEP, Pleasant Grove RD - For superior skill and effort while learning signmaking craft.
BILL EVANS, IRENE FOWLER, MARGARET RIDNOUR, JULIO BARRIEL, and FREDA STAFF, SCSEP, Pleasant Grove RD - For superior performance in completion of recreation maintenance duties.
CLYDE LAY, Forestry Aid, Pleasant Grove - For remarkable initiative and performance during completion of the Gypsy moth suppression and fisheries management tasks.
KEITH WOODS, Business Management (Co-op ED), Pleasant Grove RD - For excellent leadership of Timpanogos Regulars on Payette NF.
RYAN MCALLISTER, Forestry Technician, Pleasant Grove RD - For outstanding work on Regional and State fires using hose lay trailer.
PAUL KITCHEN, Forestry Technician, Pleasant Grove RD - For outstanding supervision of Forest and county crews in trail construction on the District.
KEITH CRUMPTON, Forestry Technician, Pleasant Grove RD - For outstanding service during spring planting operations.
KLEIN HOUSTON, Forestry Technician, Pleasant Grove RD - For excellent leadership of Uinta Regulars on Payette NF.
ANNE ROBINSON, Forestry Technician, Pleasant Grove RD - For outstanding efforts in helping produce the Uinta Public Information Newsletter.
TIM GARCIA, Forestry (Co-op Ed), Pleasant Grove RD - For outstanding performance in wildlife habitat improvement, range improvement and fire suppression.
SHELLEE SMITH, Forestry Technician, Pleasant Grove RD - For excellent supervision in the YCC and Volunteer Programs on the District.
STEVE ASHCRAFT, Forestry Technician, and REBECCA BRIGHTON, Forestry Aid, Pleasant Grove RD - For superior performance and initiative during execution of Wilderness Ranger duties.
DAVID HEALEY, Forestry Technician, Pleasant Grove RD - For outstanding performance in recreation management duties.
RICHARD FARALL, Forestry Aid, Pleasant Grove RD - For outstanding service and technical skill.
VINCE ORTEGA, Forestry Technician, Pleasant Grove RD - For outstanding performance in completing recreation facility maintenance.
DEAN LARSEN, Forestry Aid, Pleasant Grove RD - For providing excellent performance and technical skill in areas of fire, trails, and tree planting on the District.
NANCY CLARK, Support Services Specialist, Pleasant Grove RD - For outstanding work with finances on the District.
JIM KELLER, Forester, Pleasant Grove RD - For outstanding work coordinating the Gypsy moth spray project.
STEVE WINSLOW, Hydrologist, Pleasant Grove RD - For outstanding work in HRP and excellent work on the Dry Canyon Trailhead.
FAYE QUARNBERG, Fire Operations Clerk, Pleasant Grove RD - For outstanding dedication as Fire Dispatcher.
MELISSA SKIDMORE, Clerk-Typist, Pleasant Grove RD - For outstanding leadership in producing the Uinta Public Information Newsletter.
JOHN HENDRIX, Forestry Technician, Pleasant Grove RD - For outstanding achievements in the Volunteer Program.
BILL COLLINS, Forestry Technician, Spanish Fork RD - For sustained superior performance in completing cement pads at Whiting Campground.
GARN BAUM, Forestry Technician, Spanish Fork RD - For ingenuity and design of various projects and pieces of equipment including redesigning fire grills and designing mounts.
RUTH DIXON, Forestry Technician, Spanish Fork RD - For significant contribution in promoting HRP on the District in FY 1990.
MABLE FRANKLIN, Biological Aid, Spanish Fork RD - For superior performance in completing the Diamond Fork stream mitigation work.
RUSSELL FINDLAY, Biological Technician, Spanish Fork RD - For sustained superior performance in developing and implementing the Spanish Fork Canyon big game winter range enhancement project.
KENT CORNABY, Supervisory Forestry Technician, Spanish Fork RD - For sustained superior performance in carrying the resource load during the interim period when the Resource Assistant position was vacant.
KAREN LANDON, Clerk-Typist, Spanish Fork RD - For sustained superior performance of personnel duties and reducing the District T&A error rate.
LOLA MURRAY, Information Receptionist, Spanish Fork RD - For sustained superior performance of assigned duties and an exceptional HOST attitude.
MARSHA STEGGELL, Forestry Technician, Spanish Fork RD - For continued support and contribution to the Uinta HRP as a Job Training Partnership Act Crew Supervisor.
CAROLYN WOOD, Support Services Specialist, Spanish Fork RD - For sustained superior performance in office administration.
DEA NELSON, Ecologist, Spanish Fork RD - For sustained superior performance in developing and implementing a comprehensive and progressive Districtwide wildlife and fisheries management program.
CAROL NUNN, Wildlife Biologist, Spanish Fork RD - For sustained superior performance in implementing the Diamond Fork Central Utah Project fisheries enhancement and mitigation project.
PAUL GAUCHAY, Administrative Assistant, SO - For his contributions to the efficiency and improvement of government operations.
KEITH WOODS, Student Trainee, Support Services - For contributions to the efficiency and improvement of government operations.
THOMAS MACNAUGHTAN, Forestry Technician - For contributions to the efficiency and improvement of government operations
LEONA K. ABRAHAM, Supply Clerk - For contributions to the efficiency and improvement of government operations.
DAVID HATCH, Landscape Architect - For contributions to the efficiency and improvement of government operations.
FAUN DENE CUMMINGS, Clerk/Typist - For outstanding achievement in reducing T&A error rates.
KATHERINE FOREMAN, Purchasing Clerk - For outstanding achievement in reducing T&A error rates.
BARBARA DUCKETT, Personnel Clerk - For outstanding accomplishment in successful processing transition.
VALERIE YOUNG, Lead Clerk/Typist - For willingly and efficiently assuming the duties of the retired District Resource Clerk as well as maintaining her own duties with zero errors on District T&A's.

Group

KATHI ABRAHAM, DONNINE BOETJER, KATIE FOREMAN, PAUL GAUCHAY, VICKI MAY, DIANE MOURITSEN, JEAN TERRY and HELEN WOODS, SO - For completion of the Seven Peaks and Arterial Travel Route EIS's in a timely and professional manner while still performing regular duties.
BRENT SPENCER, BARBARA GARCIA, ROBYN FITZGERALD and STEVE SMITH, Heber RD - For completion of the Strawberry Valley EIS and Forest Plan Amendment while performing regular duties.
RAY CUMMINGS, JIM CARROLL, FLOYD BROWNING, MACK ADAMS, RUSSELL CHRISTENSEN, VIRL PETERSON, DICK DAVIS, LUANNE BUELL, JIM MCDONALD, KAYE GREGORY, DUANE SMITH and SHANE HEPWORTH, Heber RD - For quality craftsmanship in constructing the Strawberry Amphitheater.
MERRILL HOOPER, SPENCER PACE, and DELMAR SINGLETON, Spanish Fork RD - For contributions to watershed improvement and protection.
MIKE WOOD, DANIEL KOSTER, MARK LANDEEN and JON GALLEGOS, Spanish Fork RD - For exceeding normal job expectations by increasing output and exceeding assigned target levels in range project work.
LAUREL CRIM, STACY ADAMS, ANN WILSON and BRETT WIESE, Spanish Fork RD - For sustained superior performance in maintaining and constructing a Districtwide trail system and completing the District's portion of the Great Western Trail.

Length of Service

AL PULHAM, Forestry Technician, Pleasant Grove RD - 10 years
VICKI MAY, Personnel Management Specialist, SO - 10 years
KENT CORNABY, Supervisory Forestry Technician, Spanish Fork RD - 20 years
MELBA RASMUSSEN, Accounting Technician, SO - 30 years

Quality Step Increase

JOLENE REED, Administrative Officer, SO - For sustained superior performance.

WASATCH-CACHE NATIONAL FOREST

Cash

JOHN L. COLES, Lead Forestry Technician, Evanston RD - For exemplary personal effort in constructing the Wolverine Trailhead.
MIMI TRYON, Personnel Officer, SO - For superior performance.
MARCI BODELL, Personnel Assistant, SO - For superior performance.
YOLANDA NIETERT, Personnel Management Specialist, SO - For superior performance.
LISA NOFI, Personnel Clerk, SO - For special act.
JANET HIATT, Personnel Clerk, SO - For special act.
BARBARA BURGAN, Support Services Supervisor, and GLENN CASAMASSA, Forester, Ogden RD - For jointly coordinating the transfer of visitor information services from the Regional Office to the Union Station.
ROBERT TONIOLI, Soil Scientist, Ogden RD - For excellence in organizing and managing the District as Acting District Ranger during the early summer season of FY 1990.
LARAE JOHNSON, Resource Assistant, Ogden RD - For excellent support of District public information efforts while improving the quality of special use administration on the District.
MAX BARKER, Payroll Clerk, Ogden RD - For excellent support of District public information and Regional fire control efforts while performing regular responsibilities to a high level of quality.

PERSONNEL

ALAN ROWLEY, Forester, Ogden, RD - For sustained superior performance.
SCOTT LAYTON, Supervisory Forestry Technician, Ogden RD - For sustained superior performance.
KEN BROWN, Communications Specialist, SO - For sustained superior performance in maintaining microwave radio service and data communication systems.
DOUG ABROMEIT, Avalanche Center Director, Salt Lake RD - For exceeding job performance.
JOREEN HENDRICKS, Support Services Specialist, Salt Lake RD - For exceeding job performance.
LARRY GILLHAM, Forester, Salt Lake RD - For exceeding job performance.
NORMAN COLE, Wildlife Biologist, SO - For viewing guide book.
JANET HOLLAND, Resource Assistant, SO - For RAMIS technology.
HAROLD CASPER, Equipment Repair Inspector, SO - For improving the grounds and building facilities at the Redwood Road Work Center.
GAROLD ATKINSON, Supervisory Forestry Technician, Kamas RD - For commitment and excellence in recreation maintenance.
CLARK OSTERGAARD, Landscape Architect, SO - For commitment in recreation facility design.
RICK SCHULER, Supervisory Forestry Technician, Mt. View RD - For construction of China Meadow trailhead and campground.

Group
EVANSTON RANGER DISTRICT EMPLOYEES - For going the extra mile.
MOUNTAIN VIEW RANGER DISTRICT EMPLOYEES - For going the extra mile. They also received a nonmonetary award for quality natural resource management.

Length of Service
L. J. WESTERN, Payroll Clerk, Salt Lake RD - 10 years
SUSAN GIANNETTINO, Forest Supervisor, SO - 10 years
KAY SHURTZ, Supervisory Civil Engineer, SO - 10 years
BRYCE RICKEL, Fisheries Biologist, SO - 10 years
CHARLES KENT MILLER, Land Surveyor, SO - 10 years
BARRY MATHIAS, Supervisory Computer Specialist, SO - 10 years
CRAIG WEIR, Engineering Equipment Operator, SO - 10 years
ELIZABETH SCHUPPERT, Resource Assistant, Evanston RD - 10 years
ROBERT DAVIS, Forestry Technician, Ogden RD - 10 years
CLARE CHALKLEY, Range Conservationist, Kamas RD - 10 years
MICHAEL SIEG, Salt Lake District Ranger - 10 years
LARAE JOHNSEN, Resource Clerk, Ogden RD - 20 years
KENNETH S. BROWN, Communications Specialist, SO - 20 years
DAVID SWANK, Forester, Kamas RD - 20
FRANK WIGGINS, Forestry Technician, SO - 25 years
GEORGE ATKINSON, Supervisory Forestry Technician, Kamas RD - 25 years
RICHARD HARRIS, Supervisory Civil Engineer, SO - 25 years
CLARK OSTERGAARD, Landscape Architect, SO - 25 years
LARRY BULLOCK, Maintenance Worker, Salt Lake RD - 25 years
GORDON REID, Range Conservationist, SO - 30 years
JOHN DOBROSKY, Civil Engineering Technician, SO - 30 years
WAYNE ANDERSON, District Ranger, Mountain View District - 30 years

Quality Step Increase
WAYNE ANDERSON, Mountain View District Ranger - For outstanding performance from 10/1/89 to 9/30/90.

JUNE WALLIN, Ogden Ranger District, received the Region 4/Intermountain Research Station SCSEP Honor Enrollee Award and attended the national convention in New Orleans on January 5-12. She was selected for her outstanding contributions to the Forest Service while enrolled in the SCSEP Program at the Station and the District. Another award qualifier was her work toward unsubsidized placement outside the SCSEP Program. She is now a GS-4 assisting in the management of a one-stop visitor information center at the Ogden Union Station. She is always willing to learn and provide quality service to the public. These qualities, plus her deep concern for protecting our National Forests, make June a valuable Forest Service employee and we congratulate her on this recent recognition.

Roll Call

REGIONAL OFFICE

Appointment
HAROLD SKOW, Computer Programmer, P&B

Promotions
ANITA SATO, Duplicating Equipment Operator, to Offset Press Operator Foreman, IS
JOHN OWEN, Contracting Officer, to Supervisory Contract Specialist, AS
JIM COLE, Wildlife Biologist, Wasatch-Cache NF, to Wildlife Biologist, F&WL
GERALD THOMPSON, Forester, TM
MARJ LEONARD, Personnel Asst., to Employee Development Specialist, PM
MIKE REMBOLDT, Geotechnical Engineer, E, to Asst. Forest Engineer, Payette
BOB DAVIS, Interdisciplinary, P&B, from Hydrologist, Modoc NF, R-5

Reassignments
MARIA ENFIELD, Supervisory Duplicating Equipment Operator, IS, to Telecommunications Specialist, IS
ROBERTA BEVERLY, Staff Information Manager, P&B, to Management Analyst, TQM
LYLE GOMM, Landscape Architect, R&L, from Forester, RO-R-1

Retirements
CLIFTON BLAKE, National Coordinator of Tread Lightly, R&L
THELMA SHINNEY, Conveyance Clerk, R&L
WILLIAM BROOKS, Contracting Officer, AS
LAVON (JIM) SUHR, Methods Engineer, TQM
DOUG BIRD, Director, A&FM
MARION MORRILL, Equipment Specialist, E
VELDA CAMPBELL Claims Officer, F&PS

Transfer In
MARY JEAN BRACKMANN, Computer Systems Analyst, P&B, from Computer Systems Analyst, Federal Highway Administration, Washington, DC

Transfer Out
TONNA HUGHES, Appraiser, R&L, to Realty Specialist, U.S. Fish and Wildlife Service

ASHLEY NATIONAL FOREST

Appointments
JANECE M. PHILLIPS, Accounting Technician, SO
KEITH L. BABCOCK, Maintenance Worker, Flaming Gorge RD

Retirements
DOUG TURNER, Forester, Flaming Gorge RD
CLARENCE (JIM) GARDNER, Engineering Equip. Operator Foreman, SO

BOISE NATIONAL FOREST

Appointments
GWEN BARNUM, Information Receptionist, Lowman RD
GREG LESCH, Hydrologist, Boise RD
TERRY HARDY, Hydrologist, Lowman RD
IRV BALDWIN, Civil Engineering Technician, Idaho City RD

Promotions
BARBARA MORGAN, Personnel Management Specialist, SO, to Administrative Assistant, SO
DANNA HADLEY, Civil Engineering Technician, Emmett RD, to Civil Engineering Technician, SO
MARK SEGRIST, Forester, Payette NF, to Forester, Lowman RD
THAIS MEYER, Information/Receptionist, Emmett RD, to Business Management (Clerk/Typist), Emmett RD

Promotions in Place
DAVID WORAS, Civil Engineer, Idaho City RD
SANDRA TRIPP, Personnel Management Specialist, SO
JOE FROST, Forestry Technician, SO
KURT JONES, Forestry Technician, Mountain Home RD

Reassignments
AL MCCOMBIE, Administrative Officer, SO, from Accountant, WO-TM
DENNIS GORDON, Bitterroot NF, to Forester, Idaho City RD
BRUCE FAHRNI, Forester, Idaho City RD, to Forester, Bitterroot NF

Retirements
PHILIP STRAUB, Forester, SO
RUBY REUTZEL, Office Services (Clerk/Typist), Lucky Peak Nursery
LEROY MOORE, Engineering Equipment Operator, Road Crew, E
FRANK FRY, Realty Specialist, SO

Transfer In
LYNETTE BERRIOCHOA, Information Assistant, SO, from Bureau of Land Management

Transfer Out
ANN FINKELSTEIN, Information Assistant, SO, to Public Affairs Specialist, Bureau of Land Management, Idaho Falls, Idaho.

BRIDGER-TETON NATIONAL FOREST

Appointments
STEVEL BALDOCK, Equipment Engineering Operator, SO
MEG LYONS, Forester, Pinedale RD
REBECCA TALBOTT, Forester, Recreation, Buffalo RD

Promotions
KEITH CHASTEEN, Forestry Technician, Kemmerer RD, to Lead Forestry Technician, Kemmerer RD
EILEEN THORNTON, Clerk, Big Piney RD, to Clerk/Typist, Big Piney RD
JAY ROMINE, Range Technician, Kemmerer RD, Supervisory Range Technician, Kemmerer RD

Promotions in Place
JAMIE SCHOEN, Archeologist, SO
PATRICIA HAINES, Forestry Technician, SO

Reassignment
DIANA LACASPER, City Office Assistant, Kemmerer RD, to Resource Clerk, Kemmerer RD

Resignation
JUDITH PEPE LARSON, Computer Program Analyst, SO

CARIBOU NATIONAL FOREST

Promotion
NANCY A. HESS, Resource Clerk, Soda Springs RD, to Support Services Specialist, Soda Springs RD

Reassignment
GREGORY I. CLARK, Forester, Soda Springs RD, from Forestry Technician, Lincoln RD, Helena NF

Retirement
MAX R. KULICKE, Forestry Technician, Montpelier RD

CHALLIS NATIONAL FOREST

Promotion
DENISE K. CAMPER, Clerk/Typist, SO, to Business Management Assistant, Yankee Fork RD

Promotion in Place
JANICE STAATS, Hydrologist, SO

Reassignment
GEORGE A. THOMAS, Communication Specialist, SO, to Telecommunication Specialist, SO

DIXIE NATIONAL FOREST

Promotion in Place
WILLIAM BATE, Range Conservationist, Pine Valley RD

Reassignment
DIANA L. MCGINN, Forester, Soda Springs RD, Caribou NF, to Forester, Cedar City RD

Retirement
MARILYN SQUIRES, Support Services Specialist, Pine Valley RD

FISHLAKE NATIONAL FOREST

Appointment
MELODY JOHNS, Payroll Clerk, SO

Promotions in Place
JOYCE RITCHIE, Personnel Management Specialist, SO
BOB STEVENS, Range Technician, Fillmore RD

Retirements
DARLENE MUNDY, Clerk Typist, Fillmore RD
KENT TAYLOR, Forest Supervisor
DEONA OYLER, Support Services Specialist, Loa RD

HUMBOLDT NATIONAL FOREST

Appointments
TERRY L. BIRK, Archeologist, Mountain City RD
NORA DANIEL, Information Assistant, SO
CHARLES J. BOWEY, Biological Technician, Mountain City RD
FRED R. MIZE, SCSEP, Ely RD

Promotion
AL REUTER, Forester (Admin.), Wenatchee NF, R-6, to Forester, SO

Promotion in Place
KAREN M. DUNHAM, Support Services Supervisor, Sant Rosa RD

Reassignment
LISA G. JIM, Clerk Typist, Mountain City RD, to Personnel Clerk, SO

Retirements
FRANK STILWILL, Range Technician, Ruby Mountains RD
ROBERT M. MAXWELL, Range Technician, Jarbidge RD

MANTI-LA SAL NATIONAL FOREST

Appointment
DAISY BRAZIER, SO, SCSEP

Reassignment
VIC BRADFIELD, Range Conservationist, Moab RD, to Soda Springs RD, Caribou NF

Retirements
GEORGIA DROSSIS, Lead Clerk Typist, SO
JOHN F. NIEBERGALL, Ferron District Ranger

Transfer In
LARRY V. MICKELSEN, Range Technician, ARS, Logan, Utah, to Range Conservationist, Ferron RD

PERSONNEL

PAYETTE NATIONAL FOREST

Appointments
RICK MOORE, Engineering Equipment Operator, SO-E
JOSEPH SERVATIUS, Engineering Equipment Operator, SO-E
JUDY MATHIS, Mail and File Clerk, SO
KAREN BAILEY, Clerk-Typist, Council RD
WALTER MCCLURE, Fisheries Biologist, SO
STEVEN CARTER, Lead Forestry Technician, Weiser RD
BRUCE HEMMINGER, Engineering Equipment Operator, New Meadows RD

Promotions
CONNIE COULTER, Resource Clerk, SO, to Resource Assistant, SO
HEIDI BIGLER, Information Assistant, Council RD, to Information Assistant, SO
MARCIA NELSON, Information Receptionist, McCall RD, to Information Assistant, McCall RD
SANDI HOLBROOK, Forestry Technician, McCall RD

Promotions in Place
JILL KEMP, Resource Clerk, SO
MARGARET ANDERSON, Forester, Council RD
THOMAS BETZOLD, Supervisory Land Surveyor, Engineering
DAVID MATHIS, Forester, SO-Timber
COLLEEN LECLAIR, Cartographic Technician, SO-E

Reassignments
DANIEL LEAVELL, Forester, Wallowa-Whitman NF, to Forester, New Meadows RD
BARRY MATHIAS, Supervisory Communications Mgmt. Specialist, Wasatch-Cache NF, to Supervisory Communications Mgmt. Specialist, SO
BRENDA CORY, Administrative Officer, Timber Lake RD, R-6, to Personnel Officer, SO
RUTH PAGE, Range Conservationist, to Big Valley RD, R-5
MARY BETH KNOX, Accounting Technician, SO, to Business Management Assistant, Lucky Peak Nursery, Boise NF
PATSY MICHEL, Payroll Clerk/Typing, Smokejumpers, to Accounting Clerk, SO

Retirements
JERRY BLATTNER, Supervisory Forestry Technician, McCall RD
THEODORE STILLMAN, Supervisory Forestry Technician, SO-TM
HAROLD LAIRD, Weiser District Ranger

SALMON NATIONAL FOREST

Appointment
THEODORE R. MAESTRETTI, Mining Engineering Tech, North Fork RD

Promotions
ERIC S. PROCTOR, Telecommunications Specialist, SO, to Telecommunications Manager, SO
MEDRICK J. COTE, Lead Range Technician, Salmon RD, to Range Technician, Salmon RD

Promotion in Place
DIANE E. SCHULDT, Forestry Technician, Cobalt RD

SAWTOOTH NATIONAL FOREST

Retirements
ED BLOEDEL, Recreation and Lands Staff Officer, SO
ART SELIN, Forester, Sawtooth NRA

TARGHEE NATIONAL FOREST

Promotion
DAVE STRICKLAN, Wildlife Biologist, Bessey RD, Nebraska NF, to Natural Resource Specialist, Island Park RD

Promotion in Place
DIANA R. BAILEY, Resource Clerk, Teton Basin RD

Resignations
JOHN R. FEREBAUER, Economist, SO
ELIZABETH A. LEW, Public Affairs Specialist, SO

Retirements
ELIZABETH A. HOWARD, Civil Engineering Technician, SO
JARIUS H. HANSEN, Supervisory Forestry Technician, Palisdades RD
SHIRLEY S. DEMOTT, Personnel Management Specialist, SO
WILLIAM H. GARZ, Civil Engineering Technician, Ashton RD

TOIYABE NATIONAL FOREST

Appointment
VIRGIL WAYNE MINK, Forestry Technician, Tonopah RD

Promotions
LINDA A. GUY, Civil Engineer, Deschutes NF, R-6, to Civil Engineer, SO
RANDALL D. MEAD, Forestry Technician, Carson City RD, to Biological Technician, Carson City RD
STANLEY FITZGERALD, Fire Management Officer, SO, to Administrative Officer, SO

Promotions in Place
ANNA GRACE VARGO, Student Trainee, Tonopah RD
PATRICK R. SHANLEY, Student Trainee, Carson RD
MARIA GREVSTAD, Public Affairs Specialist, SO
MEI TING, MARK, Wildlife Biologist, Bridgeport RD

Retirements
MYRTLE D. MABE, Support Services Specialist, SO
AL ASHTON, Recreation, Lands and Minerals Staff Office, SO
DICK BEER, Electrical Engineering Technician, SO

Transfer In
ROBERT B. HORNE, Computer Specialist, Bureau of Land Management, Carson City, Nevada, to Computer Program Analyst, SO

UINTA NATIONAL FOREST

Appointment
JUANITA THOMPSON, Clerk-Typist, Heber RD

Promotions
MELISSA SKIDMORE, Clerk-Typist, Pleasant Grove RD, to Forestry Technician, Pleasant Grove RD
CAROL NUNN, Biological Technician, Spanish Fork RD, to Wildlife Biologist, Spanish Fork RD
JAYLYNN PELL, Computer Clerk, SO, to Computer Assistant, SO
KARYL GEORGIO, Supervisory Budget Analyst, SO, to Budget and Accounting Officer, Helena NF

Promotions in Place
PAUL GAUCHAY, Administrative Assistant, SO
JIM KELLER, Forester, Pleasant Grove RD
LOYAL CLARK, Manpower Development Specialist, SO

Retirements
DON T. NEBEKER, Forest Supervisor
KAREN MAIR, Resource Clerk, Heber RD

WASATCH-CACHE NATIONAL FOREST

Appointments
JUNE WALLIN, Information Receptionist, Ogden RD
JOANMARIE ENGEL, Mail and File Clerk, SO
DAVID REAM, Outdoor Recreation Planner, Salt Lake RD
DUANE RESARE, Information Receptionist, Logan RD

Promotions
BRIAN L. POWER, Lands Officer, Klamath NF, to Realty Specialist, SO
CLYDE THOMPSON, Evanston District Ranger, to Forester (Admin.), Coconino NF, R-3
DUANE RESARE, Information Receptionist, Logan RD, to Forestry Technician, Logan RD

Promotions in Place
DOUG ABROMEIT, Avalanche Director, Salt Lake RD
KATHRYN CARDENAS, Information Receptionist, Logan RD
DEVON ROBINSON, Purchasing Agent, SO
LINDA CUNNINGHAM, Accounting Technician, SO

Reassignments
BARBARA BURGAN, Support Services Specialist, Ogden RD, to Public Affairs Specialist, Ogden RD
CATHERINE LEFEVRE, Computer Programmer Analyst, Winema NF, to Computer Programmer Analyst, SO

Resignation
COLETTE HENSTRA, Clerk Typist, Mountain View RD

Retirements
JIM MOWER, Branch Chief of Range/Wildlife Staff , SO
FRANK MCELWAIN, Branch Chief of Recreation/Lands Staff, SO
BOYD B. BULLOUGH, Photographer, GSC
LOLA G. CAMP, Budget and Accounting Analyst, GSC

Tracking Previous Region 4 Employees
THOMAS KOVALICKY, Supervisor of the Nez Perce National Forest has retired.

Obituaries

MARVIN COMBS passed away in December. No other information was available.

WALTER E. MANN, 90, died on December 17. Walt was born and raised in Miles City, Montana. He worked as a horse wrangler in his youth. Later positions were held with the Miles City Land Office, the U.S. Mail Service, Veterans Hospital in Minneapolis, Minnesota, and the U.S. Immigration Service on the Canadian border. In 1926, he joined the Forest Service. He retired in 1965 with 40 plus years of service.

His community service included serving as publicity chairman for the American Red Cross, secretary of Local 125 of the National Federal Employees, president of the Ogden Speech Club and treasurer of the Ogden Kiwanis Club.

He was a member of the Forest Service Old Timers Club, the National Association of Forest Service Employees, the National Association of Retired Civil Employees and the Range Riders Association of Montana. He was an avid reader of western and civil war history, a writer and enjoyed gardening and the outdoors.

During his 49-year membership in the Kiwanis International, Walt was awarded the Legion of Merit on four different occasions, was voted "Man of the Year" and was the "Yellowstone Wrangler."

BYRON RIGBY DAVIS, 69, passed away December 13. He was born in Berm, Idaho, and received a Bachelor's Degree in Accounting from the University of Utah. He served as an Air Force Navigator in World War II and retired after 30 years with the Forest Service.

Editorial Policy— *Intermountain Reporter*

The following editorial policy reflects the Regional Forester's desire to produce a quality Regional newsletter that enhances internal communications and helps make the Intermountain Region a good place to work.

1. Articles in the Intermountain Reporter will feature people.
2. Each issue will attempt to contain something about each National Forest within the Region.
3. The Regional Forester's message will express his current feelings regarding situations within the Region.
4. The content of the Reporter will be consistent with Forest Service policy.
5. All submissions must be delivered to the Editor by the 10th of the month prior to the desired publication date.
6. Articles should be sent to the Editor on DG (Editor:R04A). Photos to accompany text may be sent to the Editor separately.
7. Articles should not exceed 800 words in length.
8. Photos should be black and white.
9. All articles are subject to editing.
10. Not all articles that are submitted will be printed.
11. The Editor has final say over content.

Intermountain Reporter

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Colleen Anderson, Editor
Susan McDaniel, Design and Layout

HISTORY

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OGDEN, UTAH 84401

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TO:

SUPPLEMENTAL WRITTEN INSTRUCTIONS GRANITE MTN LOOKOUT SEASON 1943

This was found at Granite Mountain Lookout by some hunters. Susanne Smith, Information Assistant on the North Fork Ranger District, Salmon National Forest, typed it verbatim and submitted it for the Intermountain Reporter.

The following are supplemental to your Regular and Guard Handbook instructions.

1. Maintain all weather instruments at all times, and furnish promptly all data as called for on the forms which are furnished you.

2. Your Granite Mtn telephone call is One Long and Three short. Be prompt in answering the call, and as soon as the Central Dispatcher in Salmon has his report time arranged, he will notify you, and it will then be up to you to be prompt and efficient in your reports.

3. Since this will be your first season as lookout on Granite Mtn, and the country is more or less strange to you, the first job for you will be to study the country, the road and trail system, as well as all weather and regular lookout equipment. To study the country is particularly important because if and when a fire or unusual happening does occur, you will be able at a glance to give a very accurate location as to what creek, ridge, or drainage it is on.

4. Make note of any and all unusual travel, both on the ground and in the air. This will be particularly important in the case of plane travel. In the event you see a plane crash take a reading on the location at once and jot the reading and location. This information might be of value in saving a life if the wrecked plane can be found promptly. Get all the information you can from visitors you may have, as to their proposed route of travel as well as their business or pleasures. This is more particularly true of all strangers that might visit the lookout. This information even though it may seem foolish at the time, might be the means of furnishing data later which will be of the greatest importance.

5. For additional information you might desire from time to time, please feel free to call this office at any time, and we will do the best we can to answer all questions.

The Twin Peak Lookout on the Challis National Forest was photographed in 1960 by Lowell Farmer (retired from Information and Education (RO)).

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